

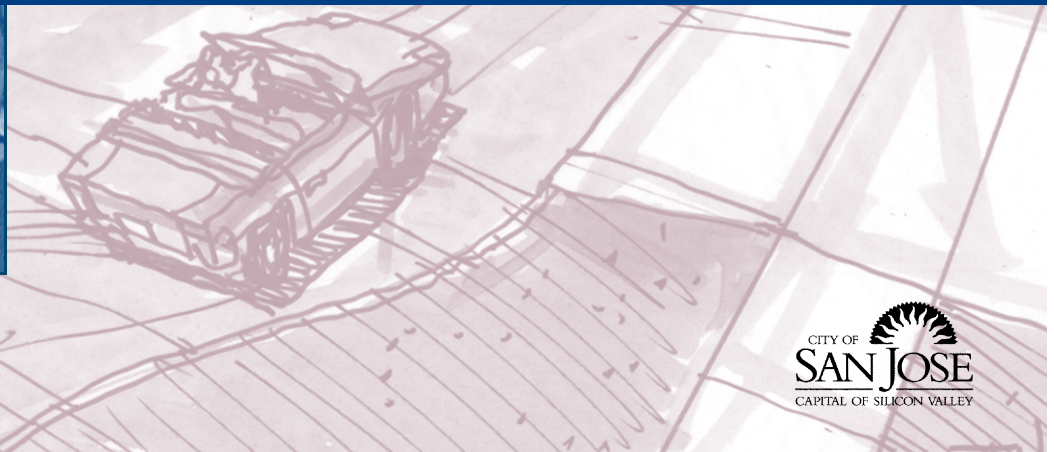
OCTOBER 2001

neighborhood improvement plan

# Winchester



STRONG NEIGHBORHOODS INITIATIVE



# Winchester: Vision of the Future

EARLY IN THE PLANNING PROCESS, COMMUNITY WORKSHOP PARTICIPANTS AND NEIGHBORHOOD ADVISORY COMMITTEE MEMBERS DESCRIBED A SHARED VISION FOR THE WINCHESTER NEIGHBORHOOD'S FUTURE.

## *Winchester 2021...*

Winchester is a strong, cohesive ethnically diverse community. People know their neighbors and socialize with one another, look out for each other's children, and work together to make positive changes happen. The area is a safe, desirable place for families to live, work and play.

The neighborhood has convenient access to quality community facilities, such as a community center, sports complex and library. Plenty of neighborhood open space and parks provide places to play, relax and enjoy the outdoors. An excellent range of recreational and educational programs for all ages are available nearby. These public facilities and programs support a healthy work-life balance for Winchester residents.

The Winchester area does not feel overcrowded and it is characterized by attractive commercial buildings, landscaping and well-maintained residences. The streetscape is pedestrian-friendly, clean and attractive. Circulation through the Winchester area is direct, and traffic calming devices contribute to a smooth flow of traffic and a safe street environment. Many residents and visitors make use of the efficient local public transportation system. Parking is available and sufficient for the needs of residents and shoppers.

There is a sense of pride in the Winchester community. Residents, business owners, property owners and City entities contribute to the common goal of caring for property, residences, businesses and the public right-of-way.



## Acknowledgements

*The following people are gratefully acknowledged for providing valuable assistance in this development of the Winchester Neighborhood Improvement Plan.*

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***A special thank you to all Winchester Neighborhood  
Community Workshop participants!***





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WINCHESTER

NEIGHBORHOOD IMPROVEMENT PLAN

# Introduction



# Summary

The Winchester Neighborhood Improvement Plan was developed as a partnership between residents, businesses, and the City of San José as part of the Strong Neighborhoods Initiative launched in July 2000. Community members identified goals that would bring about positive changes and help the neighborhood achieve its vision.

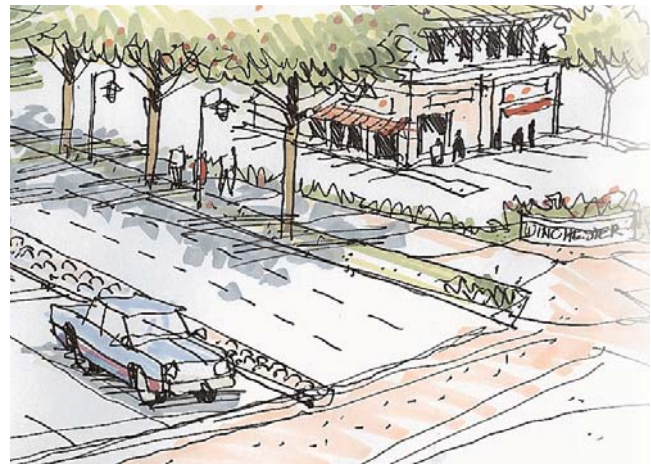
- GOAL A** Enhance Community Design
- GOAL B** Strengthen Economic Development
- GOAL C** Improve Circulation and Transportation
- GOAL D** Provide Community Facilities
- GOAL E** Acquire Parks/Open Space
- GOAL F** Improve Community Programs
- GOAL G** Enhance Safety and Security
- GOAL H** Encourage Neighborhood Maintenance/Stewardship
- GOAL I** Build a Cohesive Community

These goals now form the foundation of an action plan that includes over 100 specific actions for improving the neighborhood. Through a series of community and Neighborhood Advisory Committee meetings, Winchester residents prioritized these actions and selected the following as top priorities to focus resources towards in the Winchester neighborhood.

1. Design and implement Winchester Boulevard improvements.
2. Design/Install permanent traffic calming devices along Eden Avenue between Moorpark Avenue and Hamilton Avenue.



Access to parks and community facilities are high priorities for Winchester residents.



Streetscape enhancements and traffic calming are integral to the Winchester neighborhood improvement concept.



Improving programs and services are key goals for residents.



Neighborhood beautification is an important aspect of the Winchester vision.

3. Seek additional funding for the *Even Start* family literacy program.
4. Initiate cooperative agreements for joint-use of school or church grounds for community parks and recreational use.
5. Identify a location for the West Side Branch Library.
6. Develop a street tree planting plan for residential streets and organize neighborhood plantings.
7. Conduct traffic studies focused on reduction of cut-through traffic and speeding on residential streets; explore and mitigate neighborhood-wide impacts.
8. Remove the public telephone booth outside F & W liquor store on Winchester Boulevard at 3127 Williamsburg Drive.
9. Stencil house numbers on curbs in residential areas.
10. Improve neighborhood clean-up efforts.
11. Develop a community center/sports complex at Monroe Middle School or Primary Plus School in cooperation with Campbell Union School District or Moreland School District, respectively.
12. Strengthen Code enforcement for substandard properties.
13. Amend the General Plan and zoning of single-family residential lots along Winchester Boulevard to allow mixed use for commercial, office and/or higher density residential development consistent with the character of a Transit-Oriented Development corridor.
14. Increase police presence throughout the Winchester area.

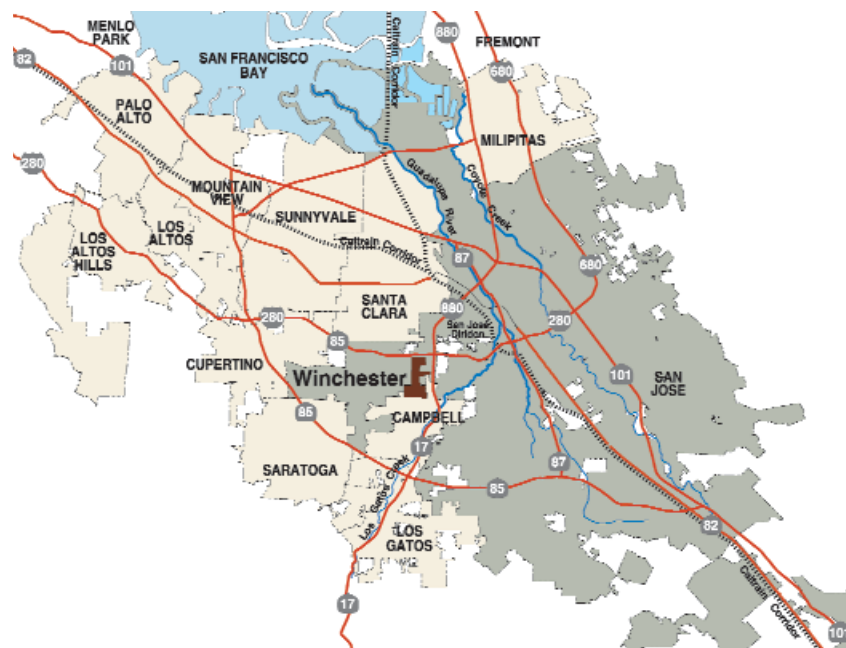
These priority actions are further described in the *Strategic Action Plan* section of this document, beginning on page 65.

# Background

Set in San José, the burgeoning “capital of silicon valley,” the Winchester neighborhood shares in the economic success of the region and enjoys the amenities of a vibrant metropolitan area. Winchester features a broad range of housing types, neighborhood churches and schools that also serve as community meeting places, with proximity to a colorful commercial corridor. The neighborhood is home to people of widely diverse socioeconomic and cultural backgrounds; residents who have lived in the neighborhood for years have been joined by a large population of recent immigrants. Winchester’s most important asset is residents who take pride in their neighborhood, and who are working hard to enhance its unique character.

However, the community also faces many challenges. To improve the neighborhood and enhance overall quality of life in the area, residents would like:

- Access to parks and community facilities in the densely developed area;
- Overall neighborhood beautification, including landscaping, property maintenance, façade improvements and attractive public amenities;
- Calmed and reduced traffic on residential streets where cut-through traffic is common;
- Improved traffic flow on busy thoroughfares; and
- Improved neighborhood services and programs.



Winchester in relation to the greater Bay Area





In order to meet these challenges, the City of San José, the San José Redevelopment Agency and the Winchester community joined in a strategic planning process that established a shared vision for the neighborhood. That vision serves as the foundation of this Plan, to direct and coordinate future planning decisions, guide physical changes in the neighborhood, and identify needed community services.

This Plan documents specific types of neighborhood changes that participants expressed a strong interest in, or voiced consensus around. The improvement concepts and actions described in the Plan reflect the community's desired future.



Many of the improvements suggested do not currently have funding available. This Plan serves as Winchester residents' framework of priority improvements for enhancing the neighborhood. Where funding is immediately available for improvements, City staff, community members and other potential partners can move expediently toward implementation. Where funding is not available, the Plan provides the direction in which City staff and community organizations can focus their search for funds to make improvements that are a high priority for the community.

There are several funding sources that could be utilized to begin implementation of neighborhood improvements identified in this Plan. The Mayor and City Council have earmarked a minimum of \$100 million dollars to be allocated to Strong Neighborhoods Initiative projects city-wide over the next five years. Community Development Block Grants (CDBG) and the City's Capital Improvement Program (CIP) are also traditional means of obtaining funding for neighborhood improvement. Other potential funding sources have been identified for each of the improvement actions that make up the Strategic Action Plan (See the *Action Matrix* in the *Strategic Action Plan* section of this document).

## Planning Process

The planning process to develop the Winchester Neighborhood Improvement Plan included many community meetings and approximately nine months of hard work by community members, City staff, and planning consultants. A Neighborhood Advisory Committee (NAC) made up of Winchester community members was formed to guide the development of the improvement plan. The NAC met at least once a month with City staff throughout the planning process.

The planning process was designed to facilitate community consensus around a shared vision for the future of the Winchester neighborhood and the development of implementation actions to successfully achieve that vision. The planning process, summarized below, was divided into the following five phases.

### ■ PHASE I Assessment of Existing Conditions & Vision Development

Residents, business owners, property owners and City staff identified the challenges, assets, and opportunities facing the Winchester community. The goal of this phase of the process was to understand the current physical, economic and social conditions in the Winchester neighborhood and to develop a shared vision for the future of the neighborhood. To gather community input, an initial community workshop was held on October 28, 2000. In addition, several focus group meetings or discussions with key stakeholders were initiated. These meetings identified the special needs and priorities of particular stakeholder groups in the community, such as Spanish-speaking community members, a Traffic Calming subcommittee, the Winchester Business Association, and a local School District.





## ■ PHASE II Development of Alternatives, Actions, and Priorities

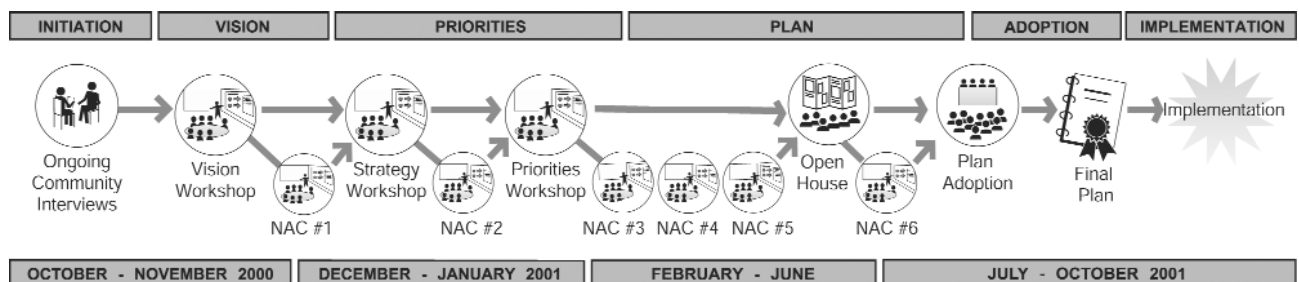
The second phase of the process focused the efforts of the community on developing specific actions and alternatives to bring the community's vision to reality. In addition, this phase initiated the process of prioritizing the proposed actions and alternatives. During the December 9, 2000 community workshop, residents reviewed the emerging vision for the neighborhood and prioritized actions for neighborhood improvement.

## ■ PHASE III Draft Improvement Strategies

Two NAC meetings and the third community workshop were held in January and February to continue review of the improvement strategies and begin to refine the initial plan concept. Implementation strategies are a set of near-term, mid-term and long-range actions that enable the community to achieve the goals they set in the beginning stages of the planning process.

At the third community workshop on January 27, 2001 participants reviewed neighborhood improvement concepts and improvement strategies in an open house format.

Based on community input provided during this open house and earlier meetings, improvement strategies were incorporated into a comprehensive Action Plan with top priorities identified.



Strong Neighborhoods Initiative planning process schedule





#### ■ PHASE IV Draft Plan

The Neighborhood Advisory Committee met again in March and April to further refine the Improvement Plan and provide direction in creating the final document. In May, a subcommittee (composed of several NAC members) convened for a thorough review of the Draft Plan document. NAC members shared the Neighborhood Improvement Plan with the entire community at the Winchester Neighborhood Open House on June 23, 2001.

#### ■ PHASE V Plan Process/Adoption

The final phase of the planning process consists of the Improvement Plan's review and adoption. A last NAC meeting is scheduled for October 2001 to finalize the Draft Improvement Plan before formal adoption. This finalized Plan will then be presented to the Planning Commission and City Council for approval and adoption.

Over 250 community members attended at least one segment of the community planning process-many attended the entire series of meetings. This large participant turnout is evidence of the strong community interest in shaping the future of the Winchester neighborhood.



Celebrating the Winchester neighborhood's Improvement Plan progress at an Open House.

## Strong Neighborhoods Initiative

The success of this plan relies on a participatory process and on implementation of proposed neighborhood improvements. Both of these are part of a larger citywide goal: to listen to San José residents' ideas for neighborhood improvement, connect neighborhoods to resources, and respond to neighborhood priorities. This goal is an integral part of the Strong Neighborhoods Initiative, launched in July 2000.

The Strong Neighborhoods Initiative is a partnership between the City Council, the Mayor, and San José residents and business owners to strengthen the City's neighborhoods. This initiative aims to improve neighborhood conditions, enhance community safety, improve community services, and strengthen neighborhood associations. The Winchester neighborhood is one of 22 planning areas in San José specified as a Strong Neighborhoods area.

The Strong Neighborhoods Initiative process is made up of two stages: planning and implementation. The *planning* stage includes the development of 22 neighborhood improvement plans and the formation of a Redevelopment Project Area. The *implementation* stage, shepherds these neighborhood improvements (such as revitalization projects, improved community services, and new development projects) to fruition. The Initiative is funded through resources from the City of San José, the Redevelopment Agency, private investments, and public-private partnerships.

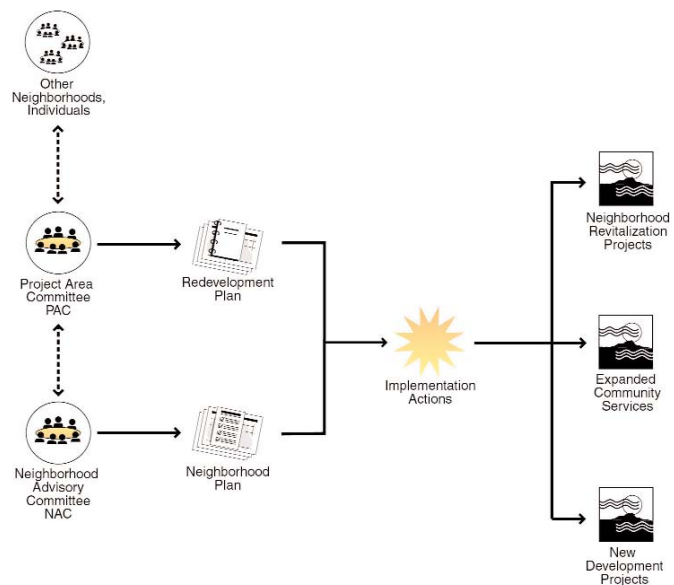
To guide the planning process, each Strong Neighborhoods Initiative area formed a Neighborhood Advisory Committee (NAC) made up of residents, property owners, business owners, school representatives and other community members and stakeholders. NAC members made a one-year commitment to the project, met regularly to provide guidance to City staff and planning consultants, acted as representatives for the Winchester community, and helped develop the content of the neighborhood improvement plan. At full participation, the Winchester NAC was made up of 22 community members, business owners, and community stakeholders.

## Redevelopment Process

In order to provide at least a portion of the funding required to implement the Neighborhood Improvement Plans, a Redevelopment Project Area made up of all 22 Strong Neighborhoods Initiative neighborhoods was formed. This Redevelopment Project Area is necessary to leverage redevelopment funds into the neighborhood improvements.

A Project Area Committee (PAC) representing all 22 neighborhood areas was assembled to oversee the development of the Redevelopment Plan and make recommendations to the Mayor and City Council. The PAC, which is required by Redevelopment law, is a committee of 52 members made up of residents, property and business owners, and representatives from community organizations. Thirty-five members (consisting of 13 home owners, 17 tenants and five business owners) were selected in at-large mail-in elections in March and April of this year. The remaining 17 members were appointed by the City Council from community organizations throughout the City.

The City Council confirmed all 52 PAC members on June 12, 2001. Four representatives from the Winchester Strong Neighborhoods Initiative area were elected PAC members: residential tenants, Diana Benavides and Robert Preissler, and business owners, Peter M. Constant and Julie Driscoll.



Strong Neighborhoods Initiative committee structure, process and products

WINCHESTER

NEIGHBORHOOD IMPROVEMENT PLAN

# Neighborhood Profile

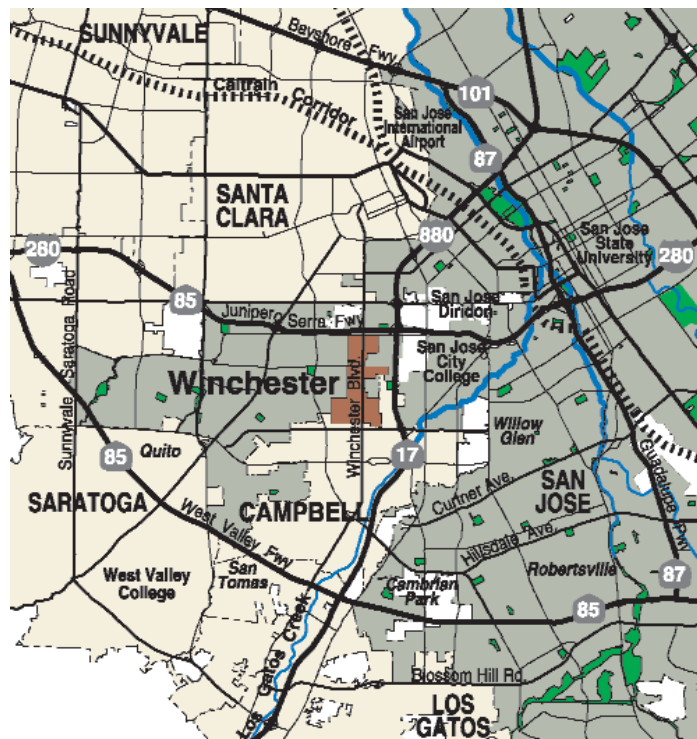


## Neighborhood Profile Context<sup>1</sup>

Winchester is one of the many culturally and ethnically diverse neighborhoods found in the thriving City of San José. At least twelve different ethnic groups are well-represented in the City. The rate of population growth in San José is one of the fastest in the country, more than doubling between 1970 and 2000. As the city grows, so does its diversity. The size of the Hispanic and Asian populations have increased considerably more rapidly than the overall population.

San José is known as the “capital of silicon valley.” It’s at the center of an expanding regional economy based on information technology and manufacturing. San José’s median income is ranked third highest in the nation, and the City boasts the lowest crime rate of any city with a population over 250,000.

<sup>1</sup> 2000 U.S. Census.



Winchester neighborhood Bay Area context





Winchester Boulevard



Single family residential



Multi-family housing

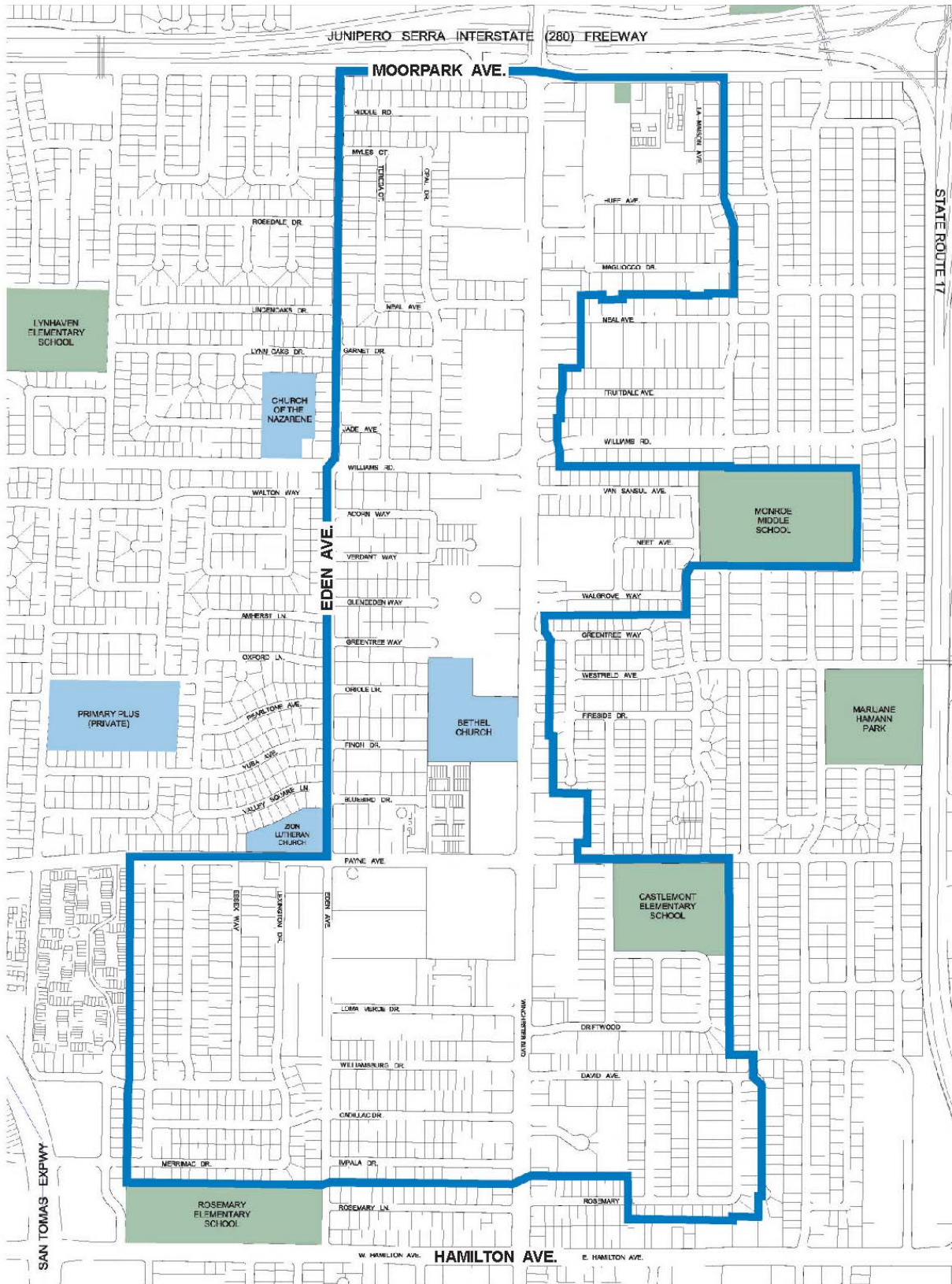
## Winchester Strong Neighborhoods Initiative Area

The Winchester Strong Neighborhoods Initiative area is located west of Highway 17 and south of Interstate 280. The neighborhood is home to both long-time residents and many recent immigrants to this country. The area includes a colorful mix of retail stores, offices, and single and multifamily residences.

Winchester Boulevard is the primary thoroughfare for traffic running north/south through the Winchester area. Eden Avenue is a heavily used north/south residential collector. Moorpark Avenue, Williams Road, Payne Avenue and Hamilton Avenue (technically outside the Strong Neighborhoods Initiative boundary) are the main avenues running east/west.

Winchester Boulevard is also the commercial spine of the neighborhood, a one and one-half mile corridor featuring a mix of small, family-owned businesses, restaurants, chain stores, franchises, and small office buildings. At the northern end of the Winchester corridor, both neighborhood and regional-serving retail stores flank Winchester Boulevard. Between Neal Avenue and Loma Verde Drive, the character of the Winchester corridor becomes more mixed, with commercial as well as single family detached homes and apartment buildings fronting the boulevard.

Behind the Winchester Boulevard frontages, the residential areas consist largely of single-family residential. The single family housing stock is diverse, including ranch-style, tract, and contemporary homes. A concentration of multi-family dwellings, ranging from four-plexes to high-density apartment buildings are located south of Payne Avenue between Eden Avenue and Winchester Boulevard.



Winchester Strong Neighborhoods Initiative Area



## Demographics<sup>2</sup>

In 2000, the Winchester neighborhood had a population of 13,189, almost 2 percent of San José's total population of 894,943. That's a 12 percent increase in population from 1990, slightly less than the City's 14 percent overall population growth during the same period.

Winchester's ethnic makeup has changed significantly since 1990. In 1990, persons of Hispanic origin comprised 17 percent of Winchester's population compared with 26 percent of the city's over-all population. By 2000, Latinos made up 35 percent of Winchester's population compared to 30 percent for San José as a whole. African-Americans account for 6 percent of Winchester's population, while those of Asian descent comprise 18 percent of the population. In addition, 18 percent identified themselves as "other" and 6 percent as mixed-race.



Winchester has 4,808 households with an average household size of 2.7 persons, slightly smaller than the city's average of 3.2. Owners occupy 14 percent of the housing units in the neighborhood.

The population of Winchester is slightly older than the rest of the City population, with an average age of 35.6 years compared to 33.7 years citywide. Of the residents over 25 years of age, 28 percent have 4-year college degrees or higher, 35 percent have attended some college or have an associate's degree.



Winchester's median household income has not kept pace with San José as a whole. Income grew from \$50,882 in 1990 to \$55,750 in 2000, a 10 percent increase. During the same time period, median citywide income grew from \$63,030 to \$73,804, a 17 percent increase in income.

<sup>2</sup> 2000 U.S. Census. Age and income figures from 1990 Census with 2000 projections provided by Claritas. The Winchester neighborhood includes portions of Census Tracts 5063.02, 5064.01, 5064.02, and 5065.01.



## Assets & Challenges

Winchester's ethnic and social diversity and neighborhood pride create a distinctive neighborhood identity. During workshops, residents described many strengths Winchester can build on. But they also noted many challenges that need to be addressed in planning for an improved neighborhood. Community members were encouraged by a number of improvement projects that are already underway in the community and identified additional opportunities for progress.

This Plan builds on Winchester's assets, while addressing the obstacles the community faces in achieving its' preferred future.

### Assets

#### THE WINCHESTER COMMUNITY

While many families have lived in the neighborhood for generations, others have only recently migrated to the area. Winchester residents of all backgrounds have united to address neighborhood concerns. Residents are proud of their diversity and proud of their active neighborhood associations: Eden, Hamann Park, Lynhaven, Magliocco-Huff, West Side Property & Home Owner's Association, West Side Community Action Team (CAT), the recently formed Winchester Boulevard Business Association, local church organizations and committed citizenry.



## LOCATION

The Winchester neighborhood benefits from its location within the City of San José, the heart of Silicon Valley. This urban context supports a variety of cultural, recreational, educational, and entertainment opportunities. Winchester residents have convenient transportation connections and are close to numerous commercial destinations and employment centers. The temperate climate is also an asset, conducive to outdoor social and recreational activities.



Marijane Hamann Park

## PROXIMITY TO SCHOOLS, PARKS & COMMUNITY FACILITIES

Winchester residents value their local schools and churches, which serve as both educational and religious centers, and recreational and community gathering places. Residents currently use recreational space at Lynhaven Elementary School, Monroe Middle School, Castlemont Elementary School, Rosemary Elementary School, Primary Plus School (private) and local churches, such as the Church of the Nazarene. They also enjoy nearby community resources, such as the Cypress Senior Center, Blackford High School's youth center, Castro Middle School's new gymnasium, Campbell and Saratoga Libraries, Starbird and Marijane Hamann Parks.



Commercial use on Winchester Blvd.

## COMMERCIAL USE

Winchester is home to a mix of commercial uses, primarily located along Winchester Boulevard, the area's most significant commercial corridor. Commercial uses include professional offices, restaurants and small, family-owned businesses as well as larger franchises. Community members enjoy access to nearby regional malls and neighborhood-serving uses, such as convenience stores and specialty shopping. They also enjoy the quality and variety of service-oriented businesses and restaurants located in the area.



This vibrant mix contributes to the livability of the neighborhood and enhances economic vitality. Many businesses benefitted from the region's recent economic boom. Retail sales in the Winchester neighborhood almost doubled between 1995 and 1999, and by all indications will likely continue to prosper.

### **PROGRAMS AND SERVICES**

The City of San José offers a rich array of programs and services to the public. Winchester residents especially appreciate those programs geared toward neighborhood improvement and community safety, such as the anti-graffiti program, and crime prevention programs (32 programs are offered through the San José Police Department). Police services and code enforcement services are key assets to the community.

The community also values its youth programs as well as its educational and English as a Second Language programs.

The *Even Start* family literacy program is extremely popular with the Winchester community. This is a bilingual (English/Spanish) program for low-income families that focuses on adult education/literacy, parent education, early childhood education and parent/child together activities.

## PROJECTS UNDERWAY

City staff and community members are working diligently to facilitate positive changes in the neighborhood.

A few improvement projects already underway include:

- Street improvements on Williams Road between Eden Avenue and Winchester Boulevard (median striping, bulb-outs at Eden Avenue, landscaping, and curbs, gutters, and sidewalk installation on the north and south sides of the street);
- Curbs, gutters and sidewalk installation for the north side of Payne Avenue between Eden Avenue and Winchester Blvd. (400 feet east of Eden);
- Eden Avenue traffic calming measures Phases I and II through the Department of Transportation;
- Street lighting on Eden Avenue between Cadillac and Loma Verde Drives;
- A traffic signal at Magliocco Drive and Winchester Boulevard;
- The Accelerated Paving Program for sealing or resurfacing Winchester neighborhood streets;
- The West Side Branch Library site selection in the vicinity;
- Private investment projects approved for vacant sites along Winchester, such as the Hudson Companies' 196-unit Winchester Apartment development;
- Construction of the nearby Vasona Line light rail nearby; and
- A guide to City of San José programs and services called the Neighborhood Troubleshooter has recently been published to assist the public in locating City programs (also available on-line: [www.ci.san-jose.ca.us/prns](http://www.ci.san-jose.ca.us/prns)).



Neighbors working with DOT to develop a two-phase strategy for Eden Avenue traffic calming. Phase I is now underway.

## Challenges

### **CIRCULATION/TRANSPORTATION**

While Winchester residents have nearby access to freeways and transportation connections, the neighborhood also experiences heavy traffic congestion, speeding and cut-through traffic. Community members are concerned about the negative impact of these conditions on the ambiance of the neighborhood and on pedestrian safety.

#### *Speeding*

Residents are concerned about frequent, dangerous speed violations on a number of the neighborhood's streets.

Winchester Boulevard, the community's main thoroughfare, is a wide boulevard with inconsistent lane configurations, no landscape median, unsynchronized traffic lights, relatively long distances between signals, and few pedestrian crosswalks. These characteristics can aggravate speeding problems, and create dangerous conditions for pedestrians and bicyclists.

Residents also reported speeding problems west of Winchester Boulevard on Eden Avenue; in the northern Winchester Strong Neighborhoods Initiative area on Moorpark Avenue, Myles Court, Opal Drive, Neal Avenue, and Williams Road; and in the south-west quadrant of the neighborhood on Lexington Drive, Essex Way, Impala Drive, and Cadillac Drive.

#### *Cut-through Traffic*

Because of the heavy traffic volume on arterials in the area, motorists seeking less congested routes often use residential streets as alternatives. Eden Avenue, a north-south residential street running parallel to Winchester, is significantly affected by cut-through traffic.



Traffic congestion and speeding are concerns in the Winchester area.



Winchester is a wide boulevard, alternating between four and six lanes wide.

One study shows that 3,000 cars per day use Eden between Payne and Williams, and two-thirds of those cars do not stop in the neighborhood.<sup>3</sup> Additionally, over seventy percent of motorists on Eden Avenue travel over the speed limit.<sup>4</sup>

The severity of traffic-related issues on Eden Avenue prompted the Eden and Lynhaven Neighborhood Associations, the West Side Property & Home Owners' Association, and the West Side CAT to join forces and propose traffic calming measures for this street. They have conducted door-to-door surveys, gathered valuable traffic data and sponsored neighborhood meetings in an effort to resolve these traffic problems. The Department of Transportation recently initiated Phase I of a two-phase strategy for traffic calming on Eden Avenue.

Other streets that suffer from the negative impacts of cut-through traffic are Lexington Drive, Essex Way, Cadillac Drive, Neal Avenue, Magliocco Drive, South Baywood Avenue, Fireside Drive and Greenbriar Avenue. With new development under construction in the area, residents anticipate that these traffic patterns may be exacerbated in the near future.



Pedestrian crossing on Eden Avenue.

### *Pedestrian Safety/Public Transportation Connections*

The typical heavy volume of speeding traffic makes many intersections unsafe for pedestrian crossing, especially at major intersections along Eden and Winchester, and intersections frequently used by school children near Rosemary School.

Many residents also feel that public transportation is inconvenient and inaccessible to the Winchester neighborhood.

<sup>3</sup> Eden Neighborhood Association/Lynhaven Neighborhood Association Traffic Study, September 29, 2000; October 18, 2000.

<sup>4</sup> City of San José, Neighborhood Automated Speed Compliance Program (NASCO) radar data.

## PARKING

Community members described parking congestion in some residential areas, primarily due to illegally parked vehicles and apartment complexes with insufficient parking to support the current higher than average number of occupants per dwelling unit.

The most significant parking problems occur in the southwest section of the Winchester area where higher density apartments are located. In particular, parking is especially scarce on Eden Avenue south of Payne Avenue, and on Cadillac Drive, Essex Way, Impala Drive and Williamsburg Drive. Because of the tight parking situation, motorists often double-park, park on sidewalks or in red zones. Vehicles are often abandoned in the area as well, which further compounds the parking shortage. Cars parked illegally on street-sweeping days interfere with the City's ability to properly sweep neighborhood streets.

Code enforcement, police programs and permit programs need to be explored to relieve parking congestion and parking violations.

## PARKS & COMMUNITY FACILITIES

Winchester residents rely heavily on their local schools and churches to provide recreational and gathering spaces. The area does not have its own community center and has only one park. Marijane Hamann Park serves all of the Winchester neighborhood from Highway 17 to San Thomas Expressway. It is located on the east side of Winchester Boulevard, making it difficult for pedestrian access to the park from neighborhoods on the west side of Winchester Boulevard.

According to the service goals set by the Department of Parks, Recreation and Neighborhood Services in San José's 20-year Strategic Plan for Parks and Community Facilities and Programs, 3.5 acres of neighborhood/community serving parkland should be provided per 1000 population. Additionally, residents should have equal access to this parkland within a  $\frac{3}{4}$ -mile radius. Council District assessments showed that Council District 1 needs to gain 36 acres



Parking is especially scarce on Eden Avenue south of Payne Avenue.



Residents rely on local schools, such as Rosemary School to provide community gathering space.



Church of the Nazarene.



of neighborhood and community serving parkland and Council District 6 needs an additional 70.5 acres by 2020 (The Winchester Strong Neighborhoods Initiative planning area overlaps part of Council District 1 and part of Council District 6).<sup>5</sup>

Currently, there is no vacant land available for park or community center development. Creative strategies must be pursued in order to provide open space and community facilities for Winchester residents.

### **PROGRAMS AND SERVICES**

Workshop participants described many City programs and services as important assets to the community. They also expressed a need to establish new programs or improve existing programs in areas of special interest to Winchester residents. Some of these areas include: parenting and childcare, skill-building and job training, after-school programs for children and teens, art programs, and recent immigrant mentoring.

One program that Winchester area residents find particularly valuable is the *Even Start* family literacy program. However, this program is typically full, with ongoing waiting lists. Residents would like to seek additional funding for this program to allow a greater number of interested families the opportunity to participate.

Community members also pointed to lack of knowledge about City programs and services and inconvenient program locations as constraints to program participation.

### **SAFETY**

Residents identified the F & W liquor store on Winchester Boulevard at 3127 Williamsburg Drive (adjacent to McDonald's) as a problem area for loitering and illicit behavior because of an outdoor public telephone booth that attracts drug-dealers. Neighbors have assigned a high priority to removing this phone booth.

<sup>5</sup> City of San José, Department of Parks, Recreation and Neighborhood Services. *Greenprint for Parks and Community Facilities and Programs: A 20-Year Strategic Plan*. San José, CA, 2000

Another key clean-up site is an alley behind Rosemary School that has been reported as unsafe because of its secluded location and because of drug paraphernalia that have been found there.

While gang activity in the neighborhood has decreased, neighbors have a “zero-tolerance” goal, and there is still a critical need to eliminate all gang activity. Neighbors emphasized the importance of promoting eyes on the street to look out for one another’s safety and well-being. The City has a gang hotline (408-293-4264) and offers eight gang-related prevention programs that should continue to be well-supported.

Community members specified a need to increase police presence/surveillance in the neighborhood, and to further support the successful West Side Community Action Team (“CAT”) as well as the City’s other crime prevention programs.

## MAINTENANCE

Concerns for overall neighborhood maintenance are primarily related to keeping neighborhood streets free of debris and unattractive clutter, maintaining neighborhood streets and improving the appearance of rental property.

### *Debris Pick-up*

Since dumpster garbage pick-ups are scheduled on alternating days for different sections of the Winchester neighborhood, there are often unsightly dumpsters on the street every day, in at least one part of the Winchester area. Additionally, street-sweeping days often conflict with days that dumpsters are out on the street, making it difficult to sweep the area thoroughly. Illegally parked cars also interfere with effective street-sweeping.

Yard waste trimmings are often left on the street, rather than in recycling bins. Residents voiced a need to have an option for selecting a larger yard waste bin if necessary.



Increasing police presence is a priority for Winchester residents.



Overflowing dumpster and large household debris at a Winchester apartment complex.



Yard waste trimmings often clutter the street.

Community members assigned a high priority to improving neighborhood clean-up efforts overall and holding more frequent “Dumpster/Bin” days or “Spring Clean-up” days.

#### *Street Maintenance*

The condition of some deteriorating neighborhood streets could be improved through sealing or resurfacing, and more frequent maintenance. An accelerated paving program for sealing Winchester neighborhood streets is underway. Winchester streets that have not been maintained in the last four years will be sealed in mid-July, 2001 (normally, it is the City’s goal to maintain neighborhood streets on a ten-year cycle).

#### *Graffiti/Vandalism/Illegal Dumping*

The area is subject to some graffiti and vandalism that require continued attention. Commercial property owners have also reported increasing instances of illegal waste dumping. Vandals are disposing of garbage and large bulky items on commercial properties and in commercial dumpsters.

#### *Rental Property Maintenance*

Unresponsive landlords and poorly managed properties contribute to the challenges faced by the Winchester community. Some tenants cope with sub-standard living conditions, such as apartments with malfunctioning heating and plumbing and insect infestations.

Community members hope to encourage landlords to take an active part in caring for their properties responsibly without waiting until being forced to do so by Code Enforcement.

Meeting these challenges will require team-effort and responsibility from City entities, as well as stewardship from Winchester area residents and property owners.

## NEIGHBORHOOD AMBIANCE/STREETScape DESIGN

Residents feel that the overall appearance of the Winchester neighborhood could be beautified by improving sidewalks, installing street lighting and landscaping, enhancing building facades, and incorporating unified design elements.

### *Sidewalks*

Many sidewalks throughout the Winchester area are deteriorating or discontinuous. Repairing, completing, or installing new sidewalks will help create a pedestrian-friendly environment. Walkways also need to be upgraded to accommodate people with disabilities consistent with the Americans with Disabilities Act (ADA).

### *Landscaping*

There is limited public right-of-way landscaping in the Winchester area, and residents would like to see additional planters with appropriately chosen street trees, shrubs and ground cover in both commercial and residential areas. In particular, overall perception of the Winchester area could be greatly enhanced from landscape beautification with additional street trees in residential areas and with a landscaped median along Winchester Boulevard, the area's primary commercial corridor.

### *Unified Design Elements*

Community members would like to see a more attractive and consistent design treatment in the Winchester area. For example, through street lighting, more attractive commercial facades, improved signage for commercial areas, underground utility lines, unified house number stenciling for residential areas, and consistent landscaping throughout the area.



Discontinuous sidewalk on Eden Ave: sidewalk terminates into tree.



Sidewalks missing on the east side of Eden Ave. just north of Payne Ave.

## LAND USE

There is a concern among many residents that Winchester area apartment complexes are overcrowded. This aggravates parking congestion and has a negative impact on the perception of the community as a whole.



Existing single family residential use on Winchester Boulevard.

In many instances, lot configuration and use along Winchester Boulevard is incompatible with a major commercial thoroughfare. Community members suggested that single family residential uses on Winchester Boulevard be rezoned as mixed use to allow for ground floor commercial office and/or higher density residential uses, more consistent with the character of a major commercial boulevard.

Residents pointed to a lack of community-oriented businesses along Winchester, such as coffee and bagel shops, or places where neighbors can meet to enjoy a light meal and socialize in a casual setting.



# Goals

# Goals

A set of goals serves as the overall framework for the Neighborhood Improvement Plan. Early in the course of the planning process, community members identified a vision for the future of the Winchester neighborhood. The goals and approaches presented below were extracted from the community's vision for the Winchester neighborhood. They provide the foundation from which more specific actions for neighborhood improvement are derived.

## **GOAL A Enhance Community Design**

*Approach* Beautify the community with attractive buildings, streets, and landscaping.

## **GOAL B Strengthen Economic Development**

*Approach* Encourage mixed-use/commercial development and revitalization of unattractive or underutilized sites on Winchester Boulevard.

## **GOAL C Improve Circulation and Transportation**

*Approach* Provide efficient circulation, parking and public transportation in the Winchester neighborhood.

## **GOAL D Provide Community Facilities**

*Approach* Ensure convenient access to quality facilities that accommodate community gathering for social events, seminars, educational events, recreation, and large neighborhood meetings.

## **GOAL E Acquire Parks/Open Space**

*Approach* Provide parks and open space for recreation, play and enjoying the outdoors.



Councilmember Linda J. LeZotte contributes to the planning process.

**GOAL F Improve Community Programs**

*Approach* Improve recreational and educational programs for all ages.

**GOAL G Enhance Safety and Security**

*Approach* Make the Winchester area a safe place to live and work for families and visitors.

**GOAL H Encourage Neighborhood Maintenance and Stewardship**

*Approach* Foster a sense of pride in the Winchester community and encourage residents, business owners, property owners and City entities to contribute toward the stewardship of residences, businesses and public streets.

**GOAL I Build a Cohesive Community**

*Approach* Build a community where neighbors know one another and where people of all backgrounds work together for positive change.



Together the actions, policies and investments described in the *Strategic Action Plan* section, aim to achieve these broader goals and objectives. For example, a number of actions are identified to improve traffic circulation in the neighborhood (e.g., traffic calming on Eden, signal timing on Winchester). Together, these address the neighborhood's overall goal for improving circulation and transportation.

WINCHESTER

NEIGHBORHOOD IMPROVEMENT PLAN

# Improvement Plan Concepts

# Improvement Plan Concepts

During the Strong Neighborhoods Initiative process, community members and Neighborhood Advisory Committee members identified many ways to resolve neighborhood issues and create a more livable and attractive community. This chapter describes the major physical components and community programs that together make up the community's plan for achieving the Winchester neighborhood vision.

Improvement concepts are physical design or programmatic solutions used to solve neighborhood problems and issues on a schematic level. In addition to these concepts, *strategic actions*, are an integral part of the Plan. Strategic actions are the more specific methods of implementing community improvements. These are detailed in the *Strategic Action Plan* section of this document.

The neighborhood improvement concepts are based on the goals and objectives identified by community members through various NAC meetings and community workshops. These concepts address circulation, transportation, economic development, and detail the major ideas for improving the physical appearance and image of the neighborhood, as well as improving programs and services.

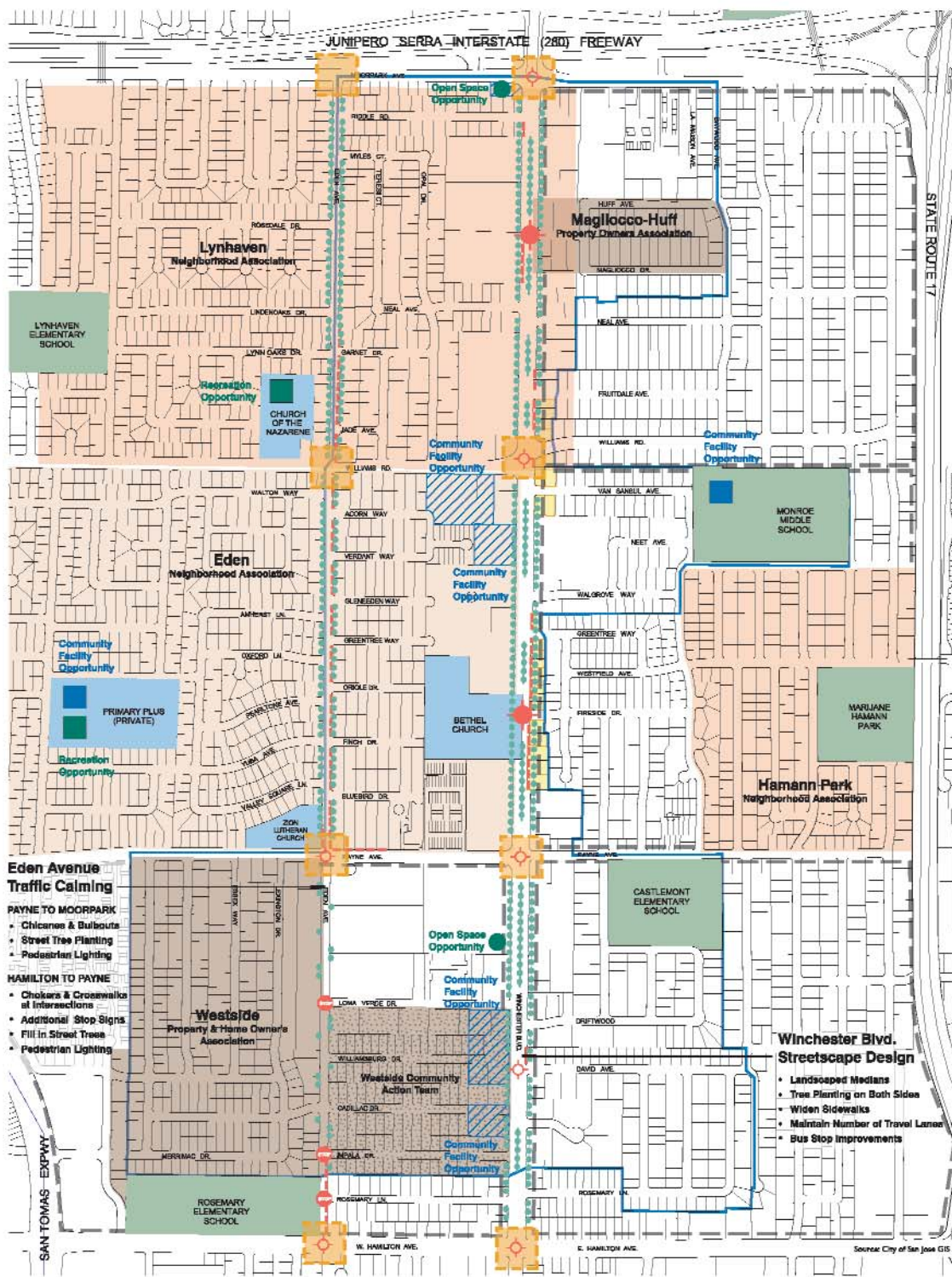
The improvement concepts are organized into the following major categories:

- Circulation/Transportation;
- Economic Development;
- Parks and Community Facilities;
- Neighborhood Beautification; and
- Programs and Services.

The concept for *Circulation and Transportation* includes design ideas for traffic calming, improved traffic flow, efficient pedestrian circulation, and strategies for improved parking. The *Economic Development* concept designates areas for potential General Plan and zoning



changes and opportunities for new development and revitalization. *Parks and Community Facilities* covers proposed locations for community resources and open space. The *Neighborhood Beautification* concept includes plans for enhanced landscaping and pedestrian-friendly amenities within the public streets, and improving the appearance of buildings through the use of unified, appealing design elements. The concept for *Programs and Services* highlights areas of special interest for new or improved programs and services to support the Winchester neighborhood. The diagram on the following page illustrates the overall improvement plan concept for the Winchester neighborhood.



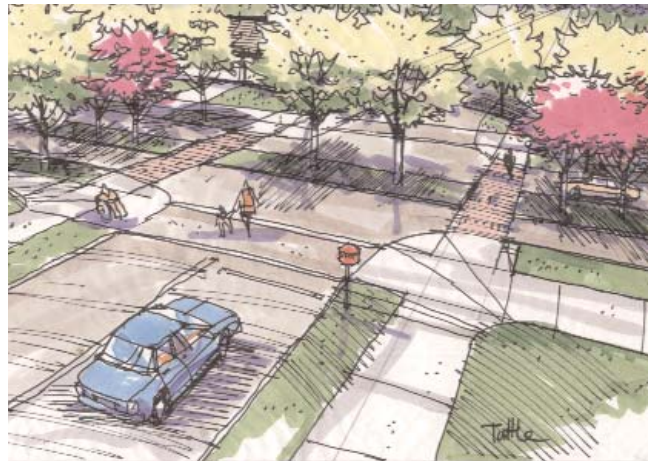
NEIGHBORHOOD IMPROVEMENT CONCEPT  
Figure 2

## Circulation and Transportation

One of the central concepts of the Winchester Neighborhood Improvement Plan is improving circulation and transportation patterns throughout the neighborhood. Heavy traffic congestion, cut-through traffic, speeding and poor pedestrian access are the primary issues in the Winchester area. These conditions negatively impact the ambiance of the neighborhood and pedestrian safety. There is also concern with regard to parking congestion, parking violations, and access to public transportation.

Traffic calming design elements and improvements to traffic flow will provide safer streets for pedestrians and cyclists, reduce noise and air pollution, and make access throughout the Winchester neighborhood more efficient for all modes of transit. Creating a safe and efficient circulation system in the Winchester neighborhood involves the following major improvement strategies:

- Conducting traffic studies focused on reduction of cut-through traffic and speeding on residential streets - exploring and mitigating neighborhood-wide impacts;
- Improving pedestrian connections throughout the area and across Winchester Boulevard;
- Expanding public transportation services;
- Completing Winchester Boulevard streetscape improvements;
- Installing traffic calming devices along Eden Avenue; and
- Exploring means to reduce parking congestion.



Traffic calming design elements and improvements to traffic flow are integral to Winchester's neighborhood improvement concept.

The overall concept for easing traffic flow in the Winchester area utilizes a combination of physical design components to reduce speeding while improving the appearance of the street environment. These physical elements work together with programmatic measures, such as increased police presence, more aggressive ticketing or posted speed limit reductions, to improve traffic flow and pedestrian safety.

### TRAFFIC STUDIES

A number of residential streets in the Winchester area suffer from cut-through traffic and speeding. Eden Avenue, Lexington Drive, Essex Way, Cadillac Drive, Neal Avenue, Magliocco Drive, S. Baywood Avenue, Fireside Drive, and Greenbriar Avenue are all subject to the negative impacts of cut-through traffic.

The objective is to redirect cut-through traffic without adversely affecting traffic patterns on nearby residential streets. Proposed traffic calming devices should be considered only in the context of a comprehensive traffic study would ensure that traffic is redirected from residential streets onto major thoroughfares (see “top priority” action: *Conduct traffic studies...* under the *Strategic Action Plan* section of this document). Completing traffic lane improvements and optimizing signal timing on Winchester Boulevard would improve traffic flow on Winchester Boulevard and reduce cut-through traffic, especially along Eden Avenue.



Residential streets need to be pedestrian and bicycle safe, especially near Rosemary School.

### PEDESTRIAN CONNECTIONS

The typical heavy volume of speeding traffic makes many intersections a challenge for pedestrian crossing, especially at major intersections along Winchester and Eden, and intersections frequently used by school children near Rosemary School. Making improved pedestrian connections across Winchester and creating stronger links through the neighborhood to parks and schools will improve pedestrian safety. Additionally, making crosswalks more visible and



using crossing guards near the school (such as at Impala Drive and Cadillac Drive) will support a safer environment for schoolchildren.

As a significant neighborhood destination and a transit-oriented corridor, Winchester Boulevard as a whole should be made more pedestrian-friendly to support transit use and pedestrian connections to Winchester Boulevard from surrounding neighborhoods.

Local streets that bisect Winchester need to provide safe pedestrian routes for residents traveling from neighborhoods to the commercial corridor and to bus stops. Highly visible, enhanced crosswalks, stop signs and traffic signals where appropriate encourage pedestrian travel. Payne Avenue and Williams Road in particular are local streets that will benefit from improved pedestrian connections.

The improvement concept includes completion of curbs, gutters and sidewalks on Winchester Boulevard and enhanced crosswalks at major intersections.



Crosswalks should be highly visible and aesthetically pleasing.

## **PUBLIC TRANSPORTATION**

Many residents feel that public transportation is inconvenient and inaccessible to the Winchester neighborhood because of distance to transit stops and infrequency of scheduled transit routes.

Strong Neighborhoods Initiative participants highlighted the importance of public transportation, indicating that many residents either do not drive or do not own cars. They also expressed concern about children getting to school safely, especially in inclement weather.





Community members suggested improving the Valley Transportation Authority (VTA) system, by adding more covered bus stops, new buses, and more frequent service (or reduced headway), working with the school districts to provide public transportation for children attending out-of-area schools where necessary, and providing shuttle connections to the future Campbell light rail station and Valley Fair Mall.

### **WINCHESTER BOULEVARD STREETScape IMPROVEMENTS**

#### *Roadway Improvements*

As a key design improvement is to create more consistent lane configurations to ease back-ups and motorist confusion caused by merging. Right-of-way must be purchased to complete ultimate roadway and pedestrian configuration.

Another part of the design concept for Winchester Boulevard involves consolidating driveway entrances/curb-cuts where possible to limit back-ups created by multiple left-hand turns. In many instances, businesses may be able to share driveway entrances.

#### *Signalization*

Link signal communication along Winchester Boulevard (between Moorpark and Hamilton) with Cupertino and other agencies as part of the West Corridor Silicon Valley Intelligent Transportation System (SV-ITS) project. To ensure maintenance of adequate level-of-service, periodic signalization and traffic flow studies should be conducted, especially when significant development projects are contemplated in the vicinity (as with the Santana Row development on Stevens Creek Boulevard).

Long distances between signals encourages speeding, allowing motorists more time to gain speed before being required to stop. As part of the overall strategy to improve traffic flow along the corridor, a signal is currently being installed at Magliocco Drive. Installing an additional signal at Fireside Drive may also help control traffic flow. A study is underway to evaluate this option.

### *Sidewalks*

Sidewalk improvements are a critical part of a number of design concepts outlined in this section. They not only contribute to improved circulation patterns, but also to economic vitality, neighborhood beautification and safety.

Sidewalk improvements are designated for the west side of Winchester Boulevard just south of Riddle Road, and between Magliocco Drive and Neal Avenue. Additionally, the east side of Winchester Boulevard needs sidewalk improvements primarily between Walgrove Way and Payne Avenue, and on the block just north of David Avenue, and along some sections between Neal Avenue and Van Sansul Avenue. Curb, gutter and sidewalk installation is already underway on Williams Road between Eden Avenue and Winchester Boulevard.

Where possible, sidewalks should be widened in conjunction with the City's new pedestrian design guidelines. As part of new sidewalk construction or retrofit, sidewalks also need to be upgraded to accommodate people of all abilities (ADA compliant).



### *Crosswalks*

Enhanced crosswalks should be investigated using the City's recently adopted crosswalk guidelines, particularly at the intersections of Hamilton Avenue, David Avenue, Payne Avenue, Fireside Drive, Williams Road, Magliocco Drive and Moorpark Avenue. These will support safe pedestrian travel between residential neighborhoods, the commercial corridor and transit connections.

### *Transit Stop Improvements*

The transportation concept includes one transit stop per block along Winchester Boulevard. To create a more comfortable public transit experience, improvements to transit stops should include sheltered seating areas for protection from sun and rain, lighting and trash receptacles. Some of the most frequently used stops could provide newspaper vending machines and kiosks for posting neighborhood notices and information about local events.

### *Landscaping*

The streetscape concept also includes landscape median improvements on Winchester Boulevard between Moorpark and Hamilton Avenues. These improvements should be designed through a collaborative community planning process involving the Winchester Business Association, area residents, and the San José Department of Transportation. Landscaping should also be installed in planters between curbs and sidewalks to enhance the appearance of the area and to separate pedestrians from busy traffic.



Winchester Boulevard landscaping with planter strips and median islands.

### Entry/Gateway Features

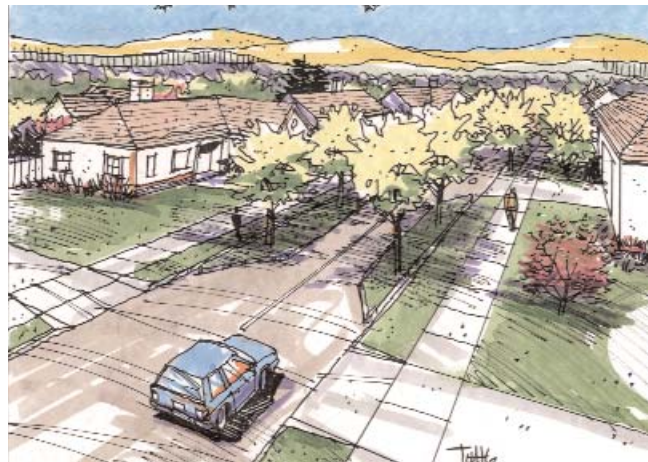
Another element in creating an attractive street environment along Winchester Boulevard is incorporating entry features or gateway elements at the major neighborhood intersections: Moorpark Avenue, Williams Road, Payne Avenue and Hamilton Avenue. These monuments or sculptural pieces help to identify the neighborhood and create a sense of design unity.



Example: entry monument signage.

### EDEN AVENUE TRAFFIC CALMING IMPROVEMENTS

As a through residential street running parallel to Winchester Boulevard and just one block to the west, Eden Avenue (between Moorpark Avenue and Hamilton Avenue) is especially affected by motorists seeking to avoid traffic congestion on Winchester. Community members joined forces to address cut-through traffic issues on Eden Avenue about eight years ago. The Eden and Lynhaven Neighborhood Associations, the West Side Property & Home Owners' Association and the West Side CAT have all been instrumental in crafting traffic calming solutions for Eden Avenue (for a more detailed description of Eden Avenue traffic calming, see "top priority" action: *Design/install permanent traffic calming devices along Eden...* under the *Strategic Action Plan* section of this document).



Example: mid-block choker.

In order to reduce and calm traffic flow and create a more attractive street environment, the design concept for Eden Avenue uses a combination of attractive traffic calming devices, such as traffic circles, chokers, treewells and a slightly curved street (*chicane*). These features serve to physically narrow down the street and interrupt long-distance sight lines, causing motorists to slow down. Additionally, they provide space for trees, other landscaping or entry features in appropriate locations.



The southern portion of Eden Avenue is frequently used by school children.

The concept also features crosswalks and stop signs at key intersections, paired with rumble strips and/or enhanced surfacing to better alert drivers to slow down and stop.

The plan is divided into two primary segments of Eden Avenue, each with a slightly different character: the southern segment between Payne Avenue and Hamilton Avenue; and the northern segment between Moorpark Avenue and Payne Avenue.

The treatment of the southern portion of the plan is based on its proximity to Rosemary Elementary School. The area is frequently used by school children as well as other pedestrians and cyclists. Since the school also serves the community as a meeting place, there is often heavier automobile traffic in this area. The addition of sidewalks, three-way stops and crosswalks will improve safe access to the school. A crossing guard study should be conducted to determine how employing crossing guards near the school during high-peak hours could support pedestrian safety.

Sidewalk installation is necessary between Hamilton Avenue and Impala Drive, and three-way stops with crosswalks are planned for Impala Drive, Williamsburg Drive, Loma Verde Drive and Rosemary Lane.

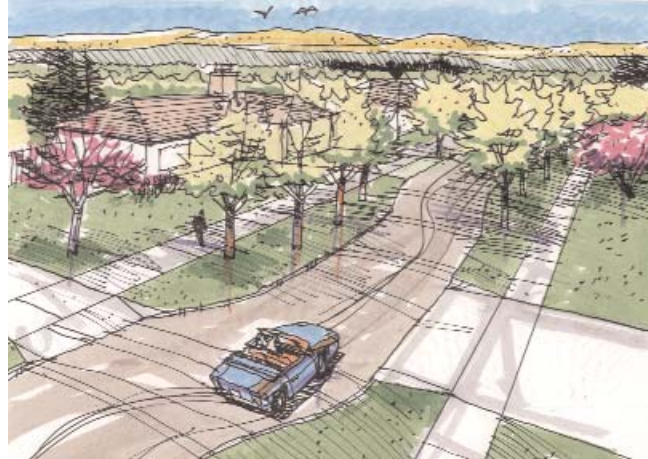


Example: traffic circle.

The design scheme also includes a traffic circle at Cadillac Drive and a choker island between Loma Verde Drive and Payne Avenue to further slow traffic. Major intersections at Hamilton and Payne Avenues receive enhanced crosswalks as well as neighborhood entry features. These create a sense of design unity and can help to signal drivers that they are entering a residential area.



The northern segment of the plan between major intersections, Moorpark Avenue and Payne Avenue includes a third busy intersection at Williams Road. This longer corridor and wide street encourages speeding. The design concept allows for a slight curve in the street, or a *chicane*. Curved chokers, and treewells define the curve, changing the character of the street from straight to curvilinear. This gradual curving and narrowing of the roadway helps to create a “slow street” environment. The chicane also appears more residential in nature and less like a through-street.



Example: *chicane*, or *slow-street*.

The concept also includes traffic circles at heavily-used intersections, such as at Lynn Oaks/Garnet Drives, and Yuba Avenue/Finch Drive, as well as a choker with special paving at Pearlton/Oriole.

Major intersections (Moorpark Avenue, Williams Road and Payne Avenue) feature enhanced crosswalks, entry monuments and *rumble strips*, textured bands of paving that signal drivers that they are entering a slow-zone where they will need to be more safety conscious.

Another integral element of the plan is the completion of curbs, sidewalks and related infrastructure. These improvements are needed primarily on the east side of the street between Lindenoaks Drive and Payne Avenue. Small segments of sidewalk are also missing on the west side of Eden Avenue, just north of Payne Avenue, and along Payne Avenue just east of Eden Avenue.

The plan includes street tree plantings and other landscaping along the entire length of Eden Avenue (within the Strong Neighborhoods Initiative area) to be coordinated with construction of chokers, traffic circles and treewells.



Example: landscaped traffic circle.

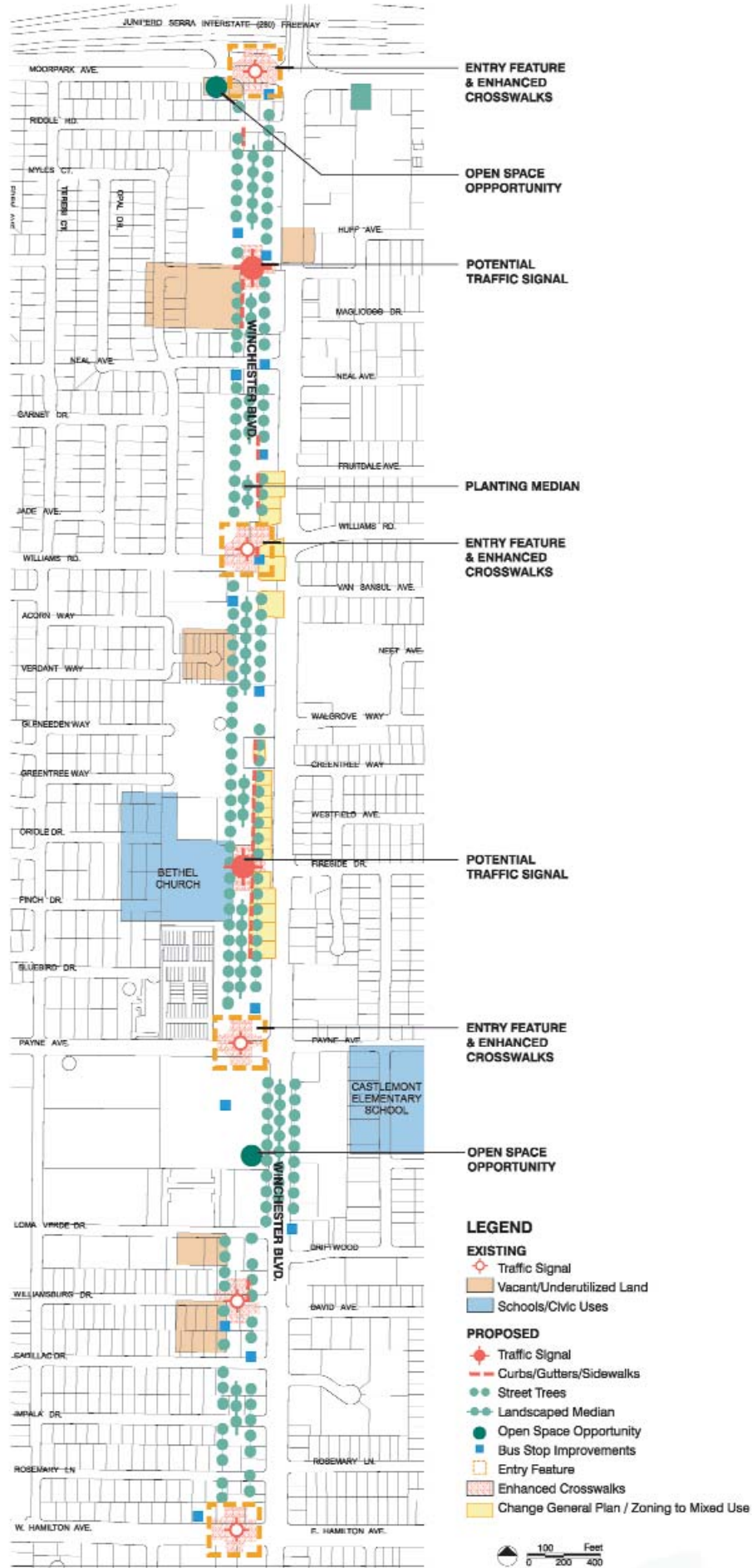
The Department of Transportation is installing many of the traffic barriers identified in this plan as temporary devices under a two-phase traffic calming strategy for Eden Avenue. Installation of permanent features will be determined after a 90 day - 6 month assessment period.

### **PARKING**

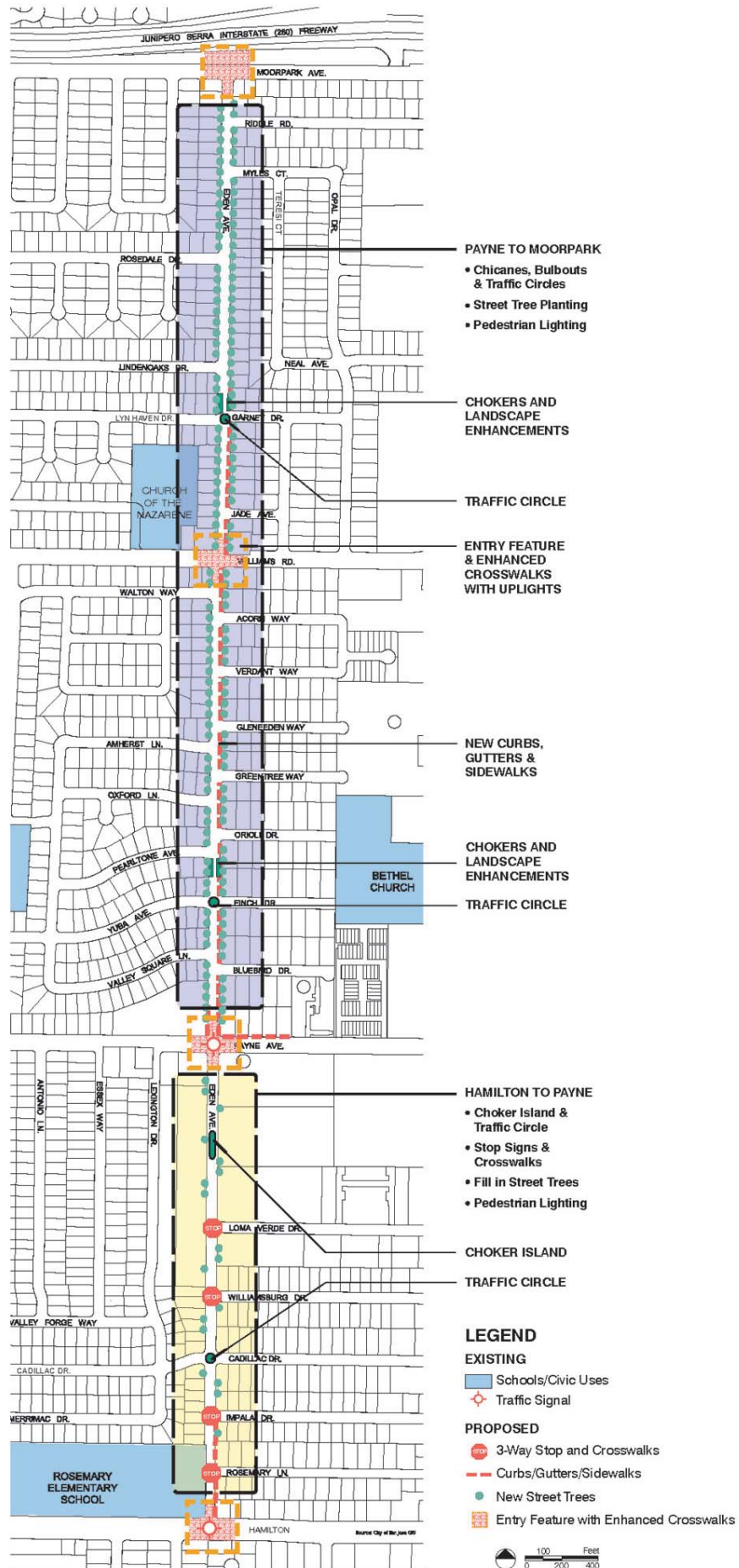
The most significant parking congestion occurs in the southwest section of the Winchester area where apartments are located. In particular, parking is especially scarce on Eden Avenue south of Payne Avenue, and on Cadillac Drive, Essex Way, Impala Drive and Williamsburg Drive.

A higher than average number of occupants living in apartment units contributes significantly to parking congestion in the neighborhood. This situation is tied to a much larger economic issue in the Bay Area: the high cost of housing requires lower-income families to share dwelling units and the increased number of residents exceeds the available parking spaces allocated for each unit.

Potential solutions to relieving parking congestion in the area include: amending the City's parking standards/ratios to better reflect Winchester residents' needs (especially for multi-family developments); investigating the viability of a residential permit parking program in selected areas (such as on Cadillac Drive, Williamsburg Drive, and Eden Avenue south of Payne Avenue); installing "no parking" signs where necessary; and strengthening code enforcement for parking violations. A long-term goal is to study the economic feasibility of providing additional parking lots in the area.



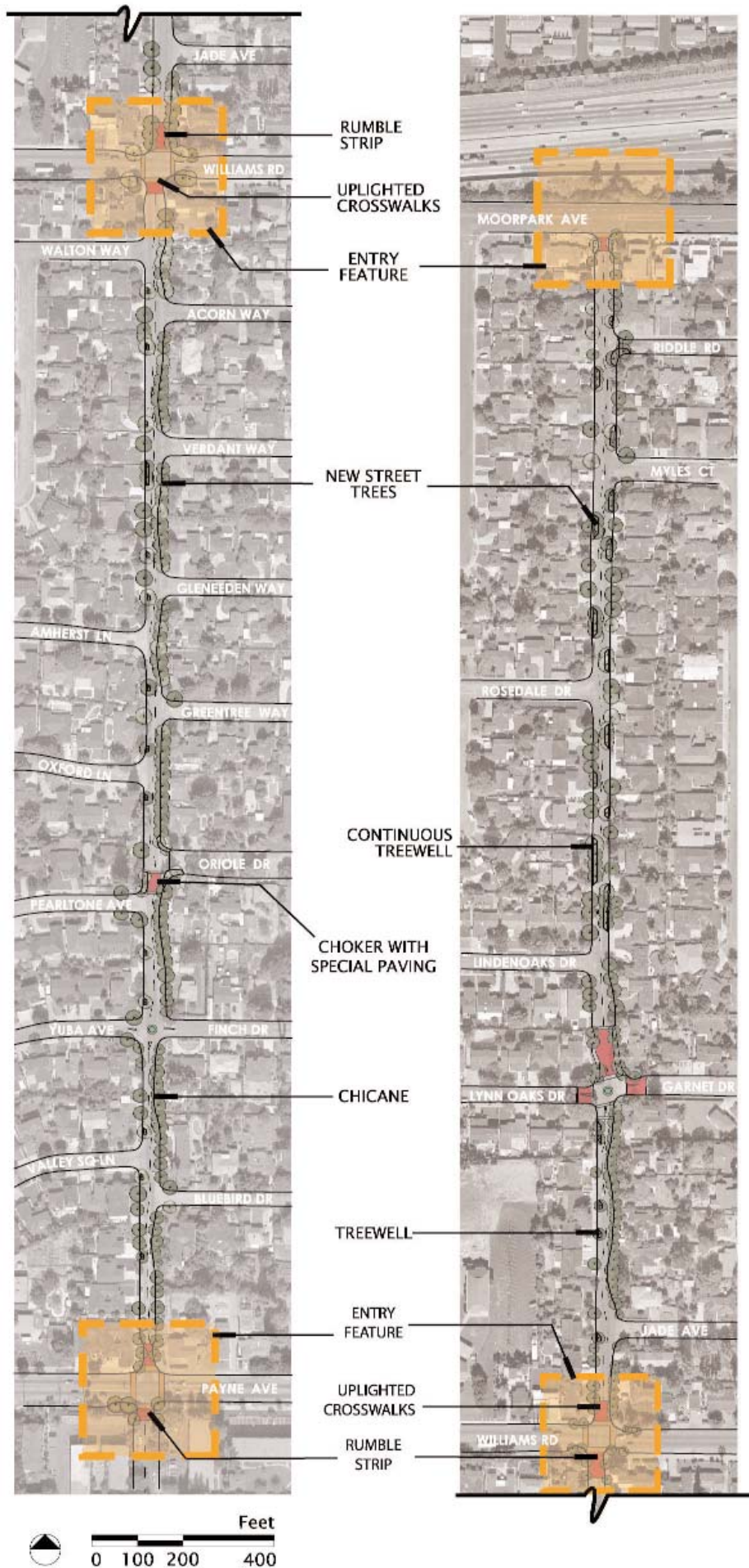
**WINCHESTER BOULEVARD STREETSCAPE CONCEPT**



**EDEN AVENUE TRAFFIC CALMING CONCEPT**

Figure 4





EDEN AVENUE TRAFFIC CALMING CONCEPT - PAYNE AVENUE TO MOORPARK AVENUE

Figure 5



## Economic Development

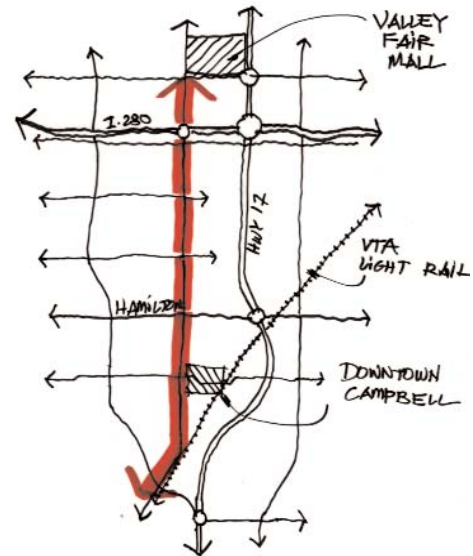
Some lot configurations and land uses along Winchester Boulevard are incompatible with a major commercial thoroughfare and inconsistent with long-term plans for the boulevard as a Transit-Oriented Development (TOD) corridor.<sup>1</sup> Improving the function of the street and making Winchester a more attractive street through streetscape and façade enhancement will make it a more pleasant place to shop and conduct business.

Residents would like to strengthen economic development in the Winchester area by focusing on improvements to this vital commercial spine.

Enhancing Winchester's economic vitality relies on several strategies:

- Developing a detailed economic development strategy for Winchester Boulevard;
- Amending the General Plan and zoning of single-family residential lots along Winchester Boulevard to encourage intensified, mixed use development;
- Revitalizing underutilized sites; and
- Completing Winchester Boulevard improvements.

The improvement concept supporting economic development in the Winchester area consists of intensified mixed use development along the boulevard, especially along the east side of Winchester Boulevard where single family lots are located between Greentree Way and Payne Avenue, and from Williams Road to Neal Avenue. Additionally, new higher intensity development would be located on vacant and underutilized sites, such as on the east side of Winchester near Huff Avenue and on the west side of Winchester at Loma Verde Drive, Payne Avenue, south of Williams Road, north of Neal Avenue, and at the corner of Moorpark Avenue.



Winchester Boulevard is an important transit corridor linking regional destinations.

<sup>1</sup> City of San José, *Focus on the future: San Jose 2020 General Plan*. San Jose, CA, 1994 with updates through December 7, 1999.

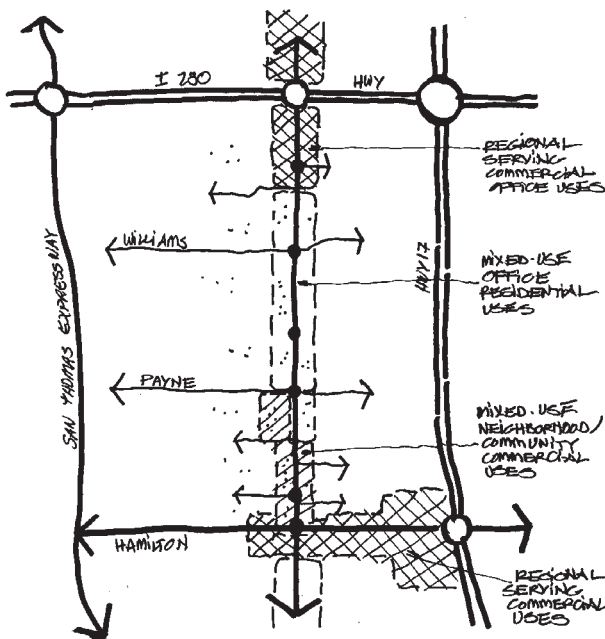
The concept also proposes lot consolidations for more efficient development patterns and maximized site utilization. Purchasing right-of-way where necessary and adjusting traffic lane widths will ease traffic flow and improve access to adjoining commercial development (as described under the *Circulation/Transportation* concept heading). Improvements feature include landscaping, pedestrian amenities and pedestrian links to surrounding neighborhoods via sidewalk and crosswalk enhancements.

### ECONOMIC DEVELOPMENT STRATEGY

Winchester is an important transit corridor linking regional destinations such as Valley Fair and Santana Row to downtown Campbell to the south. Developing a detailed economic development strategy for Winchester Boulevard will provide the direction

necessary to shape and refine the role and character of this vital corridor. A vision for Winchester Blvd. will be articulated through design improvements, such as site organization, buildings and lot configurations. These can be designed to help reinforce the desired pattern of activity along the boulevard.

Currently, the boulevard features diverse uses, from automobile-oriented retail uses such as fast-food restaurants, convenience markets and gas stations, to multi-family residential uses, offices and neighborhood-serving retail uses. Community members identified a need for more neighborhood-serving retail within walking distance of neighborhoods that provides some adjacent public gathering space. Initial discussions by the Winchester Boulevard Business Association indicated interest in maintaining the heterogeneous nature of the boulevard and strengthening hubs, or clusters, of predominant existing uses, such as regional-serving commercial/office uses closest to the Interstate 280 freeway; residential/office mixed uses between Neal and Payne; neighborhood-serving retail and mixed uses between Payne and Hamilton; and additional regional-serving uses near Hamilton.



Potential hubs of activity on Winchester Boulevard.

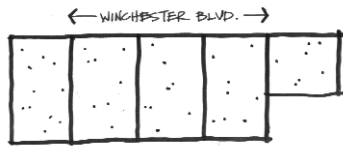
These concepts need to be further refined and an overall strategy for Winchester Boulevard's economic role in the region and the City should be developed with direction from the Winchester Boulevard Business Association in particular, as well as other neighborhood stakeholders.

Components of an economic development strategy for Winchester Boulevard include:

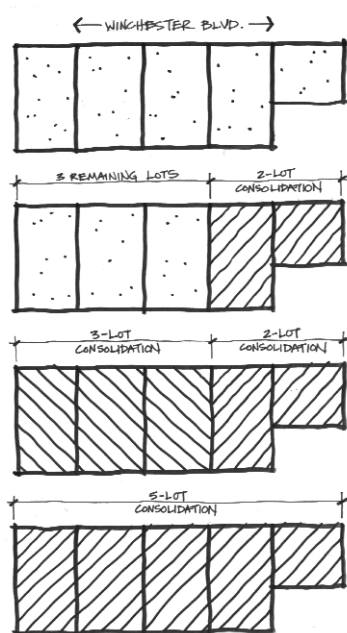
- An overall vision and goals to identify a strategic role for Winchester Boulevard in the region and in the City. The vision should determine the boulevard's economic function and desired character;
- A market analysis to determine market demand for various types of commercial uses along the boulevard. The analysis should determine what kind of services Winchester could support to be economically competitive and successful;
- A strategy for business retention, attraction and development. This strategy would employ measures to attract and retain businesses that meet the needs of Winchester residents;
- An inventory of vacant or underutilized sites appropriate for new development;
- An analysis of development opportunity sites for revitalization; and
- An inventory of business development grants and loans for physical improvements to commercial buildings such as façade renovations and signage modification.

#### **MIXED USE DEVELOPMENT**

Modification of land use regulations will allow property owners to revitalize and develop their property to a higher intensity use appropriate to the scale of the corridor. Single family residential lots on the east side of Winchester Boulevard between Greentree Way and Payne Avenue, and from Williams Road to Neal Avenue will benefit from a General Plan amendment that would accommodate mixed use commercial, office and/or higher density residential development appropriate for the scale and ambiance of the neighborhood's primary commercial corridor.



Typical existing lots on Winchester Blvd.



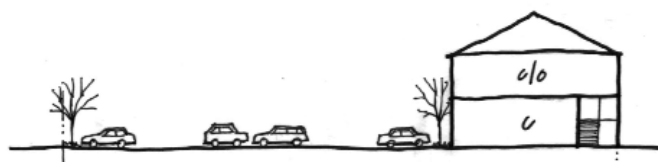
Potential lot consolidation scenarios.

This six-lane thoroughfare has also been identified in the San José 2020 General Plan as a Transit-Oriented Development<sup>2</sup> corridor that should foster pedestrian-oriented, high density residential or mixed residential/commercial development to support transit use.

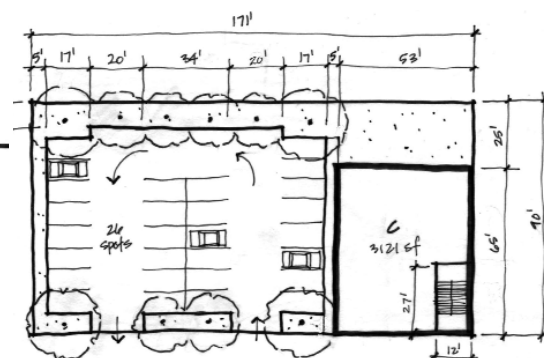
The existing lot patterns, site layout, floorplan and scale of existing single family homes are not conducive to successful retail or office use. A development pattern more appropriate to the character of this corridor would include: ground floor office or retail use; upper story residential use or office spaces; adjacent open space; flexible floorplans adaptable to different uses; storefronts facing the primary corridor; and consolidated parking and site access located to the side or back of developments.

A General Plan amendment and zoning changes will encourage mixed use development and lot consolidation for those single family lots on Winchester Boulevard. Lot consolidation can provide for more economically viable projects, more efficient development patterns, and maximized overall site use. Potential lot consolidation scenarios are provided in adjacent diagrams and in the appendix.

<sup>2</sup> City of San José, *Focus on the future: San Jose 2020 General Plan*. San Jose, CA, 1994 with updates through December 7, 1999.



Section: potential 3-lot consolidation with surface parking.



Site plan: potential 3-lot consolidation with surface parking.

### **REVITALIZATION OF UNDERUTILIZED SITES**

Part of the economic development concept relies on working with property owners, developers and businesses owners to market underutilized or unattractive sites for revitalization, redevelopment and private investment.

One-story older buildings on small lots, older shopping centers with more-than-adequate parking, and existing commercial buildings that are vacant, or in poor condition provide excellent opportunities to redevelop at a higher intensity and better economic use.

Revitalization of existing sites could include façade enhancements, landscaping, new signage and new businesses to contribute to an attractive and more pleasant commercial environment.

Potential sites that could support infill development include the east side of Winchester near Huff Avenue; the west side of Winchester at Loma Verde Drive, Payne Avenue, south of Williams Road, north of Neal Avenue, and at the corner of Moorpark Avenue (see vacant or underutilized sites on Winchester Boulevard Streetscape Concept Diagram).

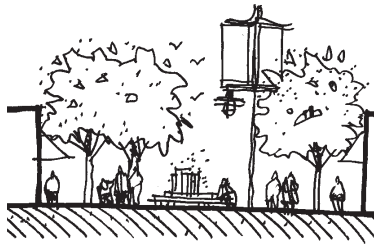
### **WINCHESTER BOULEVARD IMPROVEMENTS**

#### *Roadway Improvements and Streetscape Beautification*

Efficient vehicular access to businesses, pedestrian convenience to parking and transit, walkable businesses and attractive streetscape environments are integral to successful commercial activity.

Completing Winchester Boulevard improvements (as described under the *Circulation/Transportation* heading in this section) will ease traffic flow and improve access to adjoining commercial development

The current physical appearance of the street is not especially visually appealing. Installing gateway features, lighting and landscaping along the street as well as in parking lots will make Winchester's commercial spine a more attractive place to work and shop.



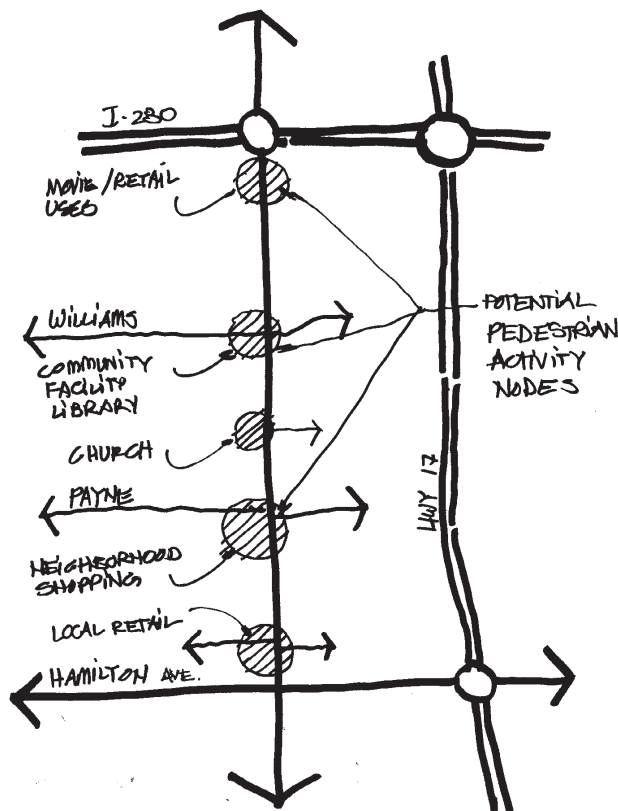
Pedestrian activity node with neighborhood-serving retail

### *Pedestrian Connections and Nodes*

Access along Winchester Boulevard as well as connections to the commercial corridor from surrounding neighborhoods should be improved through sidewalk and crosswalk installations (described further under the *Circulation/Transportation* heading). The design concept for Winchester Boulevard related to economic development features pedestrian enhancements in key locations along the boulevard. Pedestrian amenities include benches, trash receptacles, newspaper vending machines, informational kiosks and lighting.

These types of amenities need not run continuously along the entire boulevard, but should be tied to primary clusters of pedestrian activity.

The intent is not to make Winchester Boulevard an exclusive pedestrian-oriented shopping district, but to create a more hospitable pedestrian environment along the corridor in *nodes* or sub-areas that are linked to major pedestrian activity, such as at transit stops adjacent to hubs of neighborhood-serving retail uses, such as restaurants and cafes. Specific locations of pedestrian nodes should be determined in conjunction with the development of an economic strategy for Winchester Boulevard.



Create stronger links to pedestrian activity nodes, such as parks, schools and retail.



## Parks and Community Facilities

Winchester residents rely primarily on local schools and churches to provide recreational spaces. Winchester does not have a dedicated community center and Marijane Hamann Park, the only park in the Winchester area, serves all of Winchester from Highway 17 to San Thomas Expressway. The neighborhood also lacks convenient access to a public branch library.

A long-term goal for the community is to have a community center/sports complex, several parks within walking distance of residential neighborhoods, as well as a branch library in the vicinity.

Because the Winchester neighborhood currently has little vacant land available for development, creative strategies must be pursued in order to meet long-term improvement objectives. Providing public recreational space for residents involves three primary strategies:

- Sharing recreational space through joint-use partnerships with schools and religious institutions;
- Acquiring land for recreational resource development as vacant land becomes available and/or through relocation of existing businesses; and
- Collaborating with developers, landowners and business owners to integrate open space (in the form of small plazas or pocket parks) into redevelopment projects.

The design concept for parks and community facilities features recreational park spaces (within 3/4 mile walking distance to surrounding residences) shared with local schools or churches, and several pocket parks along Winchester Boulevard and/or tucked into residential neighborhoods. A small public plaza adjacent to neighborhood-serving retail, such as a coffee shop or bookstore could also serve as public open space along Winchester Boulevard.

A community center and sports complex would be located in the neighborhood, either through a shared project with Monroe Middle School or Primary Plus School, or at a new site along Winchester Boulevard. The community envisioned a facility that might include



Marijane Hamann Park.



Neighbors enjoy the playground at the Church of the Nazarene.



A youth soccer team plays at the Monroe Middle School field.



Primary Plus School.



Monroe Middle School.



Lynhaven Elementary School.

a gymnasium, outdoor sports fields and courts, locker rooms, multi-use classrooms, offices and meeting rooms.

The West Side Branch Library could also be located in the vicinity, potentially in the Winchester neighborhood.

## PARKS

A key strategy for providing additional park space to Winchester residents involves partnering with School Districts and/or the faith community for the joint-use of existing sports fields and open spaces (see “top priority” action: *Initiate cooperative agreements for joint-use of school or church grounds for community parks and recreational use* under the *Strategic Action Plan* section of this document). Joint-use agreements could provide for shared access to park space, and could include cooperative park expansions/renovation projects and shared maintenance agreements with the City. Working together, the City, School Districts and/or faith-based groups would develop and maintain upgraded sports fields and playground equipment for the benefit of the entire community that they could not provide individually. The City could also provide ongoing after-school recreation programs at these sites for all to enjoy.

Several possible sites where shared recreational spaces might be located include:

- Primary Plus School (leased by the Moreland School District to the Primary Plus School for private school use),
- Monroe Middle School (Campbell Union School District), Lynhaven Elementary School (Campbell Union School District),
- Castlemont Elementary School (Campbell Union School District),
- Rosemary Elementary School (Currently the City of San José provides some community services out of the Rosemary Elementary School), and
- Local Churches such as the Church of the Nazarene.

Such potential partnerships will rely on mutual interest and collabor-

rative efforts by property owners, School District Boards and San José City Council.

Another strategy for providing additional park space to Winchester residents involves looking for well-located, potential park sites and acquiring that land as it becomes available, or relocating existing businesses where appropriate to accommodate new park development. Underutilized sites or commercial uses that may be better served at alternative sites could provide much needed space for park development. For example, the corner of Moorpark Avenue and Winchester Boulevard is a highly visible site located at the northern-most end of the Winchester neighborhood that currently houses an equipment rental lot. A public space or community facility with a strong entry feature could be provided for this corner site.

One design concept for integrating pocket parks into residential neighborhoods is to consider developing parks at the ends of some residential streets that connect with Winchester Boulevard, using the right-of-way to create a park that is visible and accessible from both the neighborhood and from Winchester Boulevard. This concept also creates a safe pedestrian connection between the residential area and the commercial corridor along Winchester Boulevard.

Another means of providing public open space in the area is to collaborate with developers, landowners and business owners to integrate open space, plazas or small gathering spaces into redevelopment projects. Some shopping centers or commercial frontages may have underutilized space that could be developed and improved through a renovation that would include public spaces. For example, the shopping center on Winchester Boulevard, one block north of Loma Verde Drive might have enough space to accommodate a small plaza or public open space as part of a shopping center revitalization.



Rosemary School is often used as a community gathering place.

### COMMUNITY CENTER/SPORTS COMPLEX

As with the challenge faced by the community in locating prospective parks in the neighborhood, there is also limited vacant land currently available in the area for a community facility. A primary strategy for developing a community center/sports complex in the neighborhood is to partner with School Districts and share a recreational facility on property the School District already owns (see “top priority” action: *Develop a community center/sports complex...in cooperation with School Districts* under the Strategic Action Plan section of this document). With the availability of appropriate funding, an arrangement could be made to allow for shared costs and joint-use of a state-of-the-art facility for the school and the entire community to enjoy. The City could provide ongoing after-school recreational and educational programs. The San José City Council has successfully developed similar joint-use community facilities with School Districts in other neighborhoods.

Two possible sites where a community facility could be located include:

- Monroe Middle School (Campbell Union School District); or
- Primary Plus School (leased by the Moreland School District to the private school, Primary Plus).

These are larger sites that could potentially accommodate such a facility. The Primary Plus School site is currently leased to the Primary Plus private school by the Moreland School District. This site is a long-term land acquisition goal for the City.

Another strategy for developing a community facility is lot consolidation; combining lots that together could accommodate a large facility, and gradually acquiring those lots.

Some underutilized parcels along the west side of Winchester Boulevard, south of Loma Verde Drive could be consolidated for a community facility.

Two large parcels south of Williams along the west side of Winchester also provide an excellent opportunity to collaborate with existing businesses to create a mixed use redevelopment project that could include a community facility. This is a site with a large parking lot that is well-suited to a higher intensity use.

### **WEST SIDE BRANCH LIBRARY**

A top priority of Winchester residents is to identify a site for the new West Side Branch Library (see “top priority” action: *Identify a location for the West Side Branch Library* under the *Strategic Action Plan* section of this document). The Winchester neighborhood is part of the larger West Side area of the City that lacks convenient access to a public branch library. The new West Side Branch Library (funded through the State Library Bond measure approved by voters in 2000) is scheduled to open in 2008, and has been designated for location in the West Side Service Area, which covers both the Winchester Strong Neighborhoods Initiative area and portions of the Burbank/Del Monte Strong Neighborhoods Initiative area.

The City is currently looking for a site for the proposed 22,000 square foot building that is convenient to all West Side area residents including both Winchester and Burbank/Del Monte neighborhoods. Other site selection criteria include:

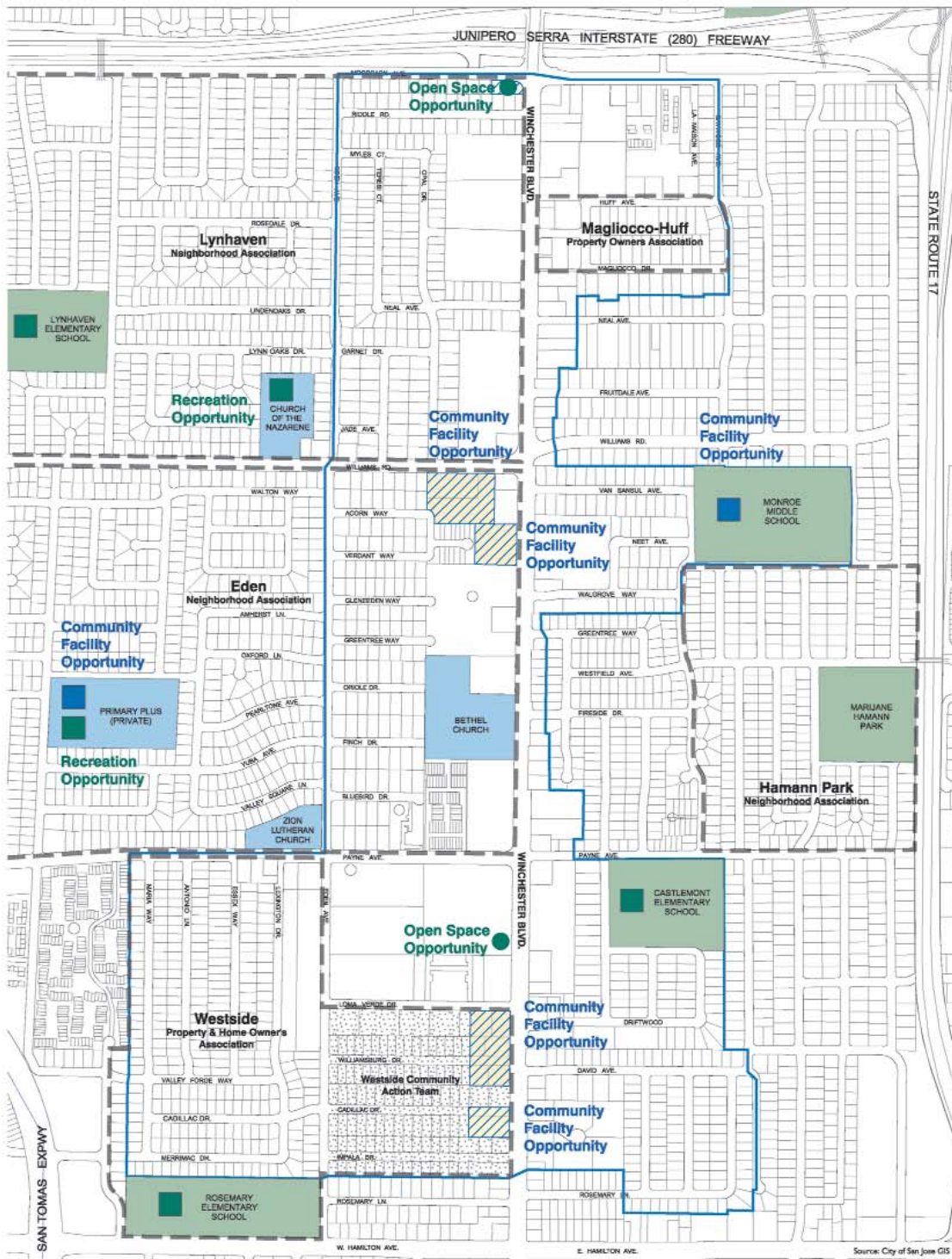
- 1.75-acre or larger parcel,
- Ground floor locations, and
- Good visibility and access from a major thoroughfare.

An underutilized commercial site along Winchester Boulevard might provide an excellent opportunity for redevelopment. The library could also be incorporated into a mixed use project.

The corner of Williams Road and Winchester Boulevard, is currently being evaluated as a potential West Side Branch Library site in the Winchester neighborhood. Opportunity sites are also being considered in the nearby Burbank/Del Monte neighborhood.







**PARKS, OPEN SPACE AND COMMUNITY RESOURCES CONCEPT**  
Figure 6

## Neighborhood Beautification

The overall appearance of the neighborhood contributes to the “quality of life” and livability of the neighborhood. Many areas of the neighborhood are in need of landscaping enhancements, façade improvements, and general maintenance and upkeep. There are currently problems with litter and overflowing dumpsters, which are compounded by inadequate street sweeping due to illegally parked cars. Other concerns in the Winchester neighborhood include deteriorating neighborhood streets, sidewalks that are incomplete or in disrepair, and substandard rental properties.

The objective of this improvement plan is to beautify residential and commercial areas and improve neighborhood ambiance. Improving the overall appearance of the Winchester neighborhood builds community pride, raises property values, and helps make the area a more pleasant place to live and work.

This improvement concept is closely related to other improvement concepts in the plan, such as Economic Development, Circulation and Transportation, and Parks and Community Facilities. Throughout the planning process, community members suggested several strategies to help improve and maintain the appearance of the neighborhood.

Neighborhood Beautification involves these main strategies:

- Improving landscaping and the street environment;
- Increasing enforcement of municipal regulations; and
- Strengthening neighborhood clean-up efforts.

Many of the Neighborhood Beautification Concepts are programmatic. The programs work in conjunction with physical design solutions to improve the overall appearance of Winchester.



Mature canopy trees on Eden, south of Payne.

## LANDSCAPING/STREET ENVIRONMENT

Improved landscaping and street environment are essential to creating an attractive and pleasant environment in the Winchester area. Residents have identified several methods of improving the appearance of the streetscape. Following are brief descriptions of each of the landscape and streetscape improvement concepts.

### *Landscaping*

The *Neighborhood Beautification* plan concept includes planting additional street trees and landscaping in residential neighborhoods as well as along Winchester Boulevard, the area's commercial corridor.

A long-term goal for community members is to create canopy-lined neighborhood streets. Some parts of Winchester already enjoy mature street trees, such as along Eden Avenue, south of Payne Avenue. Part of the improvement concept includes developing a planting plan to identify other streets that could benefit from additional street trees. Planting trees in planter strips along the public right-of-way on residential streets requires initiative and consent by adjacent property owners, who are ultimately responsible for care of street trees.

Neighborhood Associations would take the lead in developing a street tree planting plan and organizing volunteer plantings in coordination with Winchester residents (see "top priority" action: *Develop a street tree planting plan...* under the *Strategic Action Plan* section of this document).

Residential landscape improvements can also be incorporated into the design of traffic calming components such as islands, chokers, and chicanes.

The concept also includes landscaping in planters between curbs and sidewalks, and landscape median improvements on Winchester Boulevard between Moorpark and Hamilton Avenues (as described earlier in this section under the *Circulation/Transportation* heading).

### *Sidewalks*

Sidewalk improvements are central to the *Neighborhood Beautification* concept, and they also contribute to pedestrian safety and commercial vitality. As part of new sidewalk construction or retrofit, sidewalks will be upgraded to accommodate people of all abilities (ADA compliant). Sidewalk repair or new curb, gutter and sidewalk installations are needed in several places along Winchester Boulevard and Eden Avenue in particular (as described earlier in this section under the *Circulation/Transportation* heading ).

### *Utility Lines*

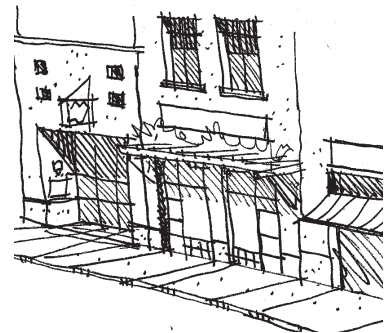
Unsightly utility lines in the Winchester neighborhood clutter the horizon, obstruct views to surrounding hills and increase the need to trim healthy tree canopies on a regular basis. Many residents placed a high priority on relocating overhead utilities underground.

Because of the potentially high cost to individual home owners, alternative funding sources for utility relocation would need to be identified to help cover the expense. The formation of an Assessment District could also help to offset costs. Once more specific costs are determined, implementation options would need to be reviewed with the community to determine the extent of participation.

Due to the current energy crisis and lack of funding, the feasibility of this improvement action is uncertain. However, utility relocation remains a long-term goal that can help improve the image of the Winchester area.

### *Facade Improvements*

A key strategy related to neighborhood beautification, involves improving the appearance of commercial facades along Winchester Boulevard. Many of the facades along Winchester are unappealing and could benefit from new awnings, trim, paint or other renova-

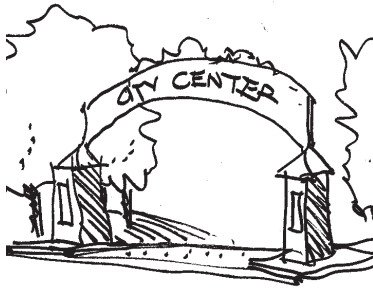


Facade improvements.





Covered bus shelter with seating, lighting and kiosk.



Example: gateway monument.

tions. The City's Redevelopment Agency could implement a facade improvement program to address some of these design issues. This program can be applied to Winchester Boulevard once a new Redevelopment District is formed.

### *Unified Design Elements*

The overall image of the neighborhood will be enhanced by creating a consistent design vocabulary through the use of street lighting, signage, landscape improvements and pedestrian amenities.

Incorporating street lighting along Winchester Boulevard, Eden Avenue and in other residential areas will help establish a pattern of design unity, and will create a safer and more attractive pedestrian environment.

At bus stops or in commercial areas with active pedestrian use, amenities, such as benches, bollards, and trash receptacles should help reinforce a design language for the area.

Commercial signage can also contribute to a well-integrated neighborhood character. Improving the sign code and strengthening code enforcement for private business signs will support the neighborhood beautification objective.

Locating entry features or gateway monuments at the major intersections that form the Winchester neighborhood boundaries can contribute to a sense of identity for the neighborhood. Using monuments that share a common design feature will help stylistically tie the neighborhood together.

In addition to the sidewalk and landscaping improvements discussed earlier, residential neighborhoods can also benefit from fresh exterior paint and rehabilitation of some homes. The City of San José Department of Housing currently offers painting and rehabilitation grants and loans to make certain types of improvements more affordable for low and moderate-income homeowners, as well as for landlords renting to low-income families. In order to ensure that residents who are most in need of these resources have access to

information about these programs, outreach and distribution of application packets should be prioritized (call 408-277-5273 for more information).

Painting house numbers on curbs will also contribute to a more unified neighborhood character. Address stencils not only create a cleaner-looking environment, but can also aid visitors, mail carriers, fire and police in locating addresses more efficiently (see “top priority” action: *Stencil house numbers on curbs in residential areas* under the *Strategic Action Plan* section of this document).

## **ENFORCEMENT AND REGULATIONS**

Improving Code Enforcement in Winchester is also an important way to improve the appearance of the neighborhood. Improved enforcement can help address many of the visual problems in the neighborhood, such as attending to substandard properties, removing abandoned vehicles and addressing illegal parking. Additionally, improving enforcement includes ensuring that the community has a working knowledge of the regulations, and that there is open and continuous communication between neighborhood residents, property owners and City enforcement officials. The Code Enforcement Division has recently hired new staff (*Driveway Team*) to help respond to citizen’s concerns in Winchester, and in other neighborhoods in San José.

Residents have reported substandard properties, especially in the West Side area (see “top priority” action: *Strengthen code enforcement for substandard properties* under the *Strategic Action Plan* section of this document). Apathy on the part of landlords in caring for their property can have a detrimental affect on the entire neighborhood. Tenants should report problems to property owners. If the property owner fails to address the issue, tenants should make a report to Code Enforcement to follow up with a “complaint” inspection.

Another programmatic element that will support neighborhood beautification is San José’s *Neighborhood Action* program. This is a community empowerment program that provides training for citi-

zens to monitor blighted properties in their neighborhood, and work with the Police Department to make sure they get cleaned up.

A new *Blight* ordinance has been recently approved by the San José City Council (June, 2001) that allows more expedient citing of sub-standard duplexes and multi-family housing. Improving blighted housing however, relies largely on the cooperation of individual property owners. Neighborhood associations can be extremely helpful in mobilizing resources to facilitate positive neighborhood change. A key improvement strategy includes expanding existing neighborhood associations or establishing new neighborhood associations in areas not currently covered by an association (see *Neighborhood Association* Concept diagram at the end of this *Neighborhood Beautification* discussion).



There is a need to provide more frequent “dumpster days” for bulky waste disposal.



Overflowing dumpster in the Winchester neighborhood.

### NEIGHBORHOOD CLEAN-UP EFFORTS

Neighborhood clean-up strategies encompass a variety of solutions, ranging from coordinating clean-up events to resurfacing neighborhood streets (also see “top priority” action: *Improve neighborhood clean-up efforts* under the *Strategic Action Plan* section of this document).

#### *Debris Pick-up*

Neighborhood clean-up is an ongoing process that will help to improve the overall appearance and cleanliness of Winchester. Often, commercial and residential dumpsters are overflowing with large household waste and debris. Holding more frequent neighborhood clean-up days, or “dumpster days” will provide Winchester residents more opportunities to dispose of their bulky waste items at central locations. A regular schedule that is published and distributed well in advance will allow residents and businesses adequate time to plan for large waste disposal.

Another means of facilitating more frequent neighborhood clean-up events is to develop a collaborative mentor program for community leaders to teach other neighborhood organizations how to apply for clean-up grants and how to organize a neighborhood clean-up event.

### *Key Clean-up Site*

A key clean-up site in the neighborhood is an alley behind Rosemary School. This narrow alleyway has been reported as unsafe because of its secluded location, and because of drug paraphernalia and trash that have been found there. Especially because of its adjacency to the elementary school, this is a critical clean-up site. Since the site falls within the jurisdiction of the City of Campbell, clean-up needs to be addressed by working in partnership with the City of Campbell and the Campbell School District.

### *Street Sweeping and Maintenance*

To create a more attractive street environment and ensure that streets are well-swept, waste pick-up and street sweeping schedules are being coordinated to eliminate dumpsters on the street on street sweeping days and minimize the number of dumpsters on the street daily throughout the neighborhood. DOT is currently working on a program to post additional street-sweeping parking regulation signs to help reduce the number of cars parked illegally on street sweeping days. Street sweeping service in the neighborhood will be doubled (to twice per month) beginning in July 2002.

### *Street Surfacing*

An accelerated paving program for sealing or resurfacing Winchester neighborhood streets is underway. Normally, streets are scheduled for improvement by the Department of Transportation on a ten-year cycle, and residents have reported some problems with deteriorating streets. Under the accelerated program, streets that have not been maintained in the last four years will be scheduled for maintenance in mid-July, 2001.

Winchester streets that have been recommended for chip seal in 2001 include: Magliocco, Payne, Bluebird, Finch, Oriole, Greentree, Gleneden, Verdant, Acorn Way and Acorn Court, Colonial, Castelmont, Walgrove, Neal and Fruitdale. Streets recommended for slurry seal in 2001: Williams, Payne, and Winchester. Streets



San Jose Police Department offers many public outreach programs to promote clean and safe streets.

recommended for resurfacing in 2002: David, Driftwood, Fireside, Greenbriar, Greentree, Huff, Magliocco, Williams and Van Sansul.

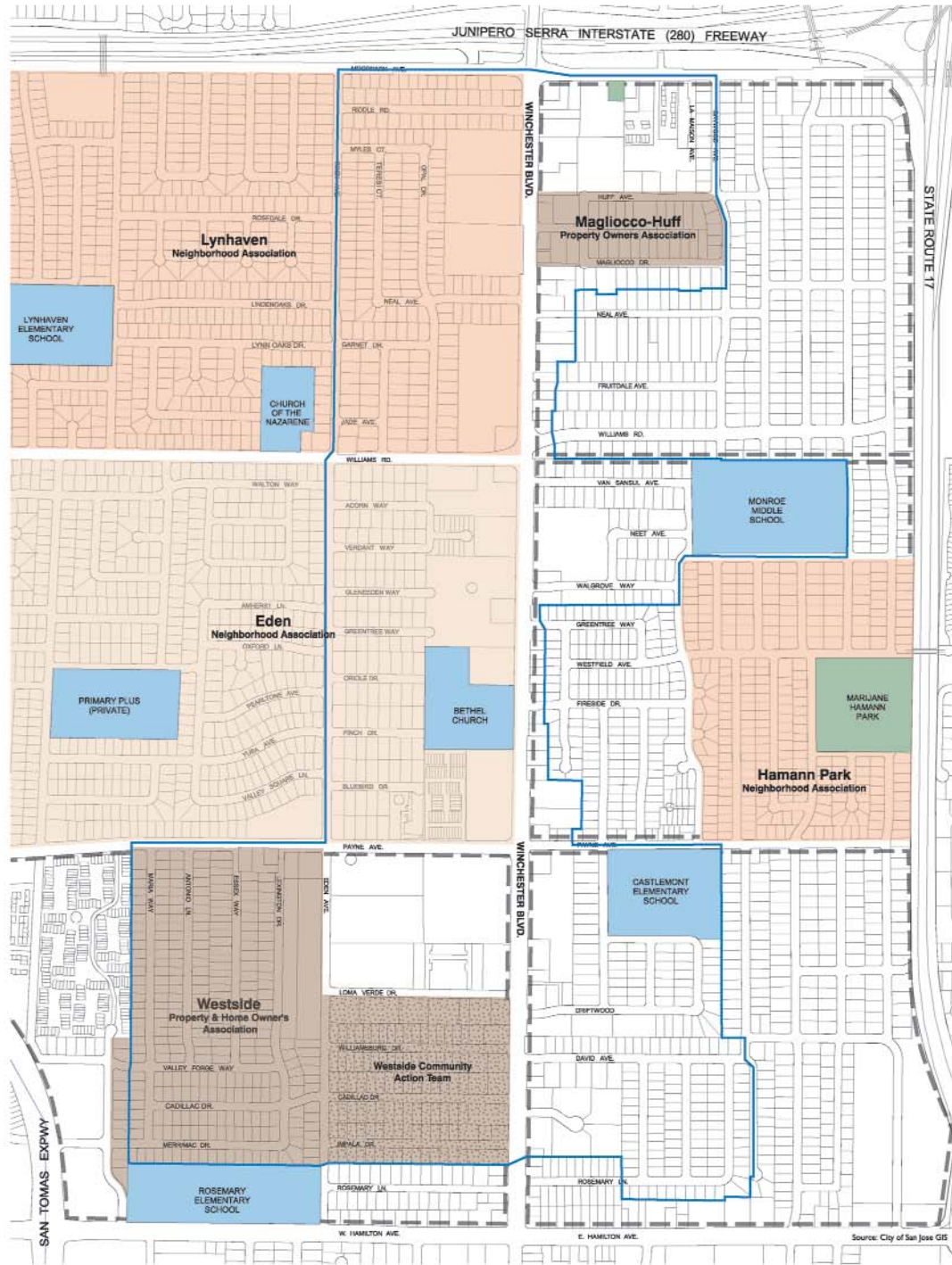
### *Graffiti/Vandalism/Illegal Dumping*

The Neighborhood Action program and the Anti-graffiti program have made positive contributions to the neighborhood clean-up effort. Both of these programs are effective because of volunteer support, and they recruit volunteers on an ongoing basis. The Neighborhood Action program (408-277-4133) is a program offered by San José Police Department that teaches residents to monitor public nuisances, drug/gang related nuisances and blighted properties. The Anti-graffiti program (408-277-2758) aims to prevent and remove graffiti through education, eradication and enforcement. They can remove graffiti in the public right-of-way. While residential and commercial property owners are responsible for removing graffiti from their property, they can receive advice and free paint through the anti-graffiti program.

Illegal dumping activity should be reported to the Department of Transportation (408-277-4373). Call Recycle Plus to dispose of large household items (408-277-2700).

It is important that graffiti, dumping and other types of vandalism are attended to in a timely manner to demonstrate to vandals that the neighborhood is attentive and actively counteracting their criminal behavior.





# LEGEND

- Winchester Strong Neighborhoods Initiative Area
- Existing Neighborhood Organizations
- Existing Park
- Existing Public / Quasi-Public Use
- Future or Extended Neighborhood Organization



Source: City of San Jose GIS

EXISTING NEIGHBORHOOD ORGANIZATIONS AND PUBLIC/QUASI-PUBLIC SPACES  
Figure 7

## Programs and Services

The concept for improving programs and services includes establishing new programs and services and improving existing programs in areas of special concern to Winchester residents. Community members noted lack of information about City programs and services, and inconvenient program locations as constraints to program participation.

The neighborhood goal is to improve access to programs and services that reflect the needs of area residents.

Key strategies for meeting these goals include:

- Improving programs or establishing new programs in areas of special need;
- Negotiating agreements with facilities in the Winchester neighborhood to host programs in locations convenient to Winchester residents;
- Providing special transit services in the Winchester area to make programs more accessible to those who do not drive or own cars; and
- Strengthening outreach and marketing for all City programs and services.

### AREAS OF SPECIAL NEED

Winchester residents emphasized the following special interest areas for improved or proposed programs and services:

#### *Skill-Building/Job Training*

- Computer classes,
- English as a Second Language (ESL) for adults, and
- Career guidance courses.

Many non-native English speakers expressed interest in refining language skills and improving computer literacy to expand employment opportunities. In addition to more ESL and computer classes, residents would utilize career guidance courses that would provide counseling and support to adults interested in career development and new job opportunities. Some Strong Neighborhoods Initiative





participants suggested multi-lingual videos could serve as an effective means of supplementing structured classes.

#### *Childcare & Parenting*

- Affordable child care, and
- Parenting classes (bilingual).

Residents voiced a need for more affordable childcare to accommodate a range of income levels. They also pointed to bilingual parenting classes as an important resource for enhancing quality of life.



#### *After-School Programs*

- Recreational activities for children and teens, and
- Art programs.

Community members enjoy School Age Growth and Enrichment (SAGE) programs, which provide supervised recreation, enrichment activities, and educational and cultural programs to elementary and middle school-age youth. However, they highlighted a need for more after-school programs, specifically those including recreational activities for teens and art programs.

#### *New Resident Assistance and Mentoring*

Community members proposed that a program be established to help families new to this country understand how to navigate our social system and learn about:

- Tenant rights and responsibilities,
- First-time home buying,
- Educational and medical services, and
- Community resources.

This program would require shared responsibility by community members, neighborhood associations and Parks, Recreation and Neighborhood Services. Community members would serve as the mentors, neighborhood associations could help identify those needing mentor services in the neighborhood, and PRNS could help initiate the development of program.

### *Family Literacy – Even Start Program*

Even Start is a successful program for low-income families that encompasses many of the interest areas listed above. The program is bilingual (English/Spanish) and focuses on adult education/literacy, parent education, early childhood education, and parent/child together activities. The program is administered through Campbell Union School District, and is typically full with ongoing waiting lists. Residents would like to expand this popular program to allow more interested families the opportunity to participate (see “top priority” action: *Seek additional funding for the Even Start family literacy program* under the *Strategic Action Plan* section of this document).

### **PROGRAM ACCESSIBILITY**

An issue for those who do not drive or who do not own vehicles, is that programs held outside the Winchester neighborhood are often difficult to access. A major strategy is to ensure that programs are offered nearby so that they are more easily accessible to Winchester area residents. Negotiating agreements to jointly-use facilities within the Winchester neighborhood to host programs, or providing special transit services will make program participation more convenient.

### **OUTREACH**

During the course of the Strong Neighborhoods Initiative planning process, community members often expressed interest in programs that already exist, highlighting a need for improved outreach. Residents appreciate the breadth of programs the City provides, but have also experienced some difficulty in finding out about the range of programs and services that are offered through the City.

Already having anticipated this need, the Department of Parks, Recreation and Neighborhood Services has recently published a revised Neighborhood Troubleshooter, a complete bilingual (English/Spanish) guide to San José’s many programs and services. The guide is also available on-line at “<http://www.ci.sanjose.ca.us/prns>”

[www.ci.sanjose.ca.us/prns](http://www.ci.sanjose.ca.us/prns). A key action now is to ensure that the Troubleshooter is widely distributed and that the on-line guide is well-publicized. Having City staff present details of City programs and services at neighborhood association meetings will also keep community members abreast of new and ongoing community resources.





# Strategic Action Plan

# Strategic Action Plan

Over the course of the planning process, community members identified many actions and policies that would, if implemented, bring positive changes to the neighborhood. This chapter presents the *Strategic Action Plan*, an overall approach to achieving the community's shared vision for the future. A "strategy" is defined as a set of policies, actions and investments that together achieve a broader goal. This section of the Plan describes these policies, actions and investments as they relate to the goals established by the Winchester community.

Many of the improvements suggested do not currently have funding available. This Plan serves as Winchester residents' framework of priority improvements for enhancing the neighborhood. Where funding is immediately available for improvements, City staff, community members and other potential partners can move expediently toward implementation. Where funding is currently unavailable, the Plan provides direction, highlighting where City staff and community organizations might focus their efforts in seeking funding for high priority improvements.

There are several funding sources that could be utilized to implement the *Strategic Action Plan*. First, a minimum of \$100 million dollars will be available to share among all 22 of the Strong Neighborhood Initiative areas. Community Development Block Grants (CDBG) and the City's Capital Improvement Program (CIP) are also traditional means of obtaining funding for neighborhood improvement. Other potential funding sources have been identified for each of the actions that make up the *Strategic Action Plan*.

The chapter is organized into three sections:

## 1. "Top Ten" Priority Actions

The "*Top Ten*" Priority Actions are a list of 10-15 specific actions that were prioritized by the community for early implementation due to their particular importance to the community, and their high poten-



Listening to comments during a focus group meeting.



Recording ideas in a small workgroup.



Winchester resident voicing an opinion during a community workshop.



NAC member discussing draft neighborhood concept plan drawings.

tial for bringing about positive change in the neighborhood. Each priority action is described in detail, providing the necessary information to begin implementation.

## 2. Action Matrix

The Action Matrix lists all of the improvement actions proposed by the Winchester community. The list includes large and small tasks alike, from building new community facilities to providing green waste bins for yard clippings. The matrix also lists the priority level (high, medium or low), implementation timeframe (immediate: 0-18 months, short: 0-3 years, medium: 4-6 years, or long: 7+ years), responsible parties (including lead City Departments and additional partners), key City Service Area and potential funding sources for each action.

The *Action Matrix* is organized by the goal areas listed below (described further in the *Neighborhood Improvement Goals* section presented earlier):

- GOAL A** Enhance Community Design;
- GOAL B** Strengthen Economic Development;
- GOAL C** Improve Circulation and Transportation;
- GOAL D** Provide Community Facilities;
- GOAL E** Acquire Parks/Open Space;
- GOAL F** Improve Community Programs;
- GOAL G** Enhance Safety and Security;
- GOAL H** Encourage Neighborhood Maintenance/Stewardship; and
- GOAL I** Build a Cohesive Community.

## 3. Implementation

The implementation section details how the actions will be accomplished, and how the goals of the Winchester Neighborhood Improvement Plan will be realized.

## “Top Ten” Priority Actions

Actions are the “how to” steps of the Plan, that will, if implemented, bring positive changes to the neighborhood. The “top ten” priority actions represent the improvements that the neighborhood is most committed to implementing. These will serve as an *action agenda* or guide to the implementation process that defines where time, resources and money will be focused.

This section details each of the priority actions identified by the community. The “top ten” priority actions were selected from the full *Action Matrix*, which contains over 100 specific actions for improving the Winchester neighborhood included on page 111 of this Plan.

Resource constraints make it impossible to implement all of the actions at once. Rather, resources must be focused on the actions that matter most – the projects that will make the most tangible difference to residents and local businesses given existing resources.

Priority actions were chosen by community members at workshops and refined by NAC members based on one or more of the following criteria, which give an indication of the project’s likelihood for successful implementation and neighborhood improvement:

- **Project Cost:** Will the project provide a return on investment? Is the benefit well worth the cost?
- **Funding Availability:** Is funding currently available to implement the project?
- **Time Frame:** Can progress be made within a reasonable time frame?
- **Ease of Implementation:** Is the project a “quick win”—a short-term project that will keep the process moving forward and gain momentum for neighborhood improvement?
- **Catalytic Effect:** Does the project have the potential to have broad ranging positive impacts on the overall quality of the neighborhood? Would investment in this project help initiate or encourage other improvements?



Community workshop participant selecting neighborhood priorities.



Winchester family identifying priority actions.

- **Visibility:** Will the project create a visible improvement to the area and send a positive message to the community?
- **Community Support:** Is there strong community consensus around the project?

The community members, through community workshops and Neighborhood Advisory Committee meetings, provided input on how these priority actions should be implemented. The actions are described in more detail on the following pages.

The list on the facing page represents neighborhood improvements that received the most support from the community. They are arranged in order of the level of support each garnered, beginning with the highest priority action. This does not necessarily reflect the order in which they should be implemented however, since other factors, such as available funding and ease of implementation can drive the implementation process. For example, there is currently funding available through the recently approved Mayor's Budget for 2001/2002 to conduct additional neighborhood clean-ups. Although improving neighborhood clean-up efforts is indicated below as priority action number ten, clean-ups could be coordinated immediately, regardless of whether priority actions one through nine have been completed. Some actions, such as stenciling house numbers on curbs, may require only a short time frame to complete, while others, such as developing a community center/sports complex, will take much longer. In any case, steps should be taken right away to move forward on all of the priority actions.

During the Implementation phase, these actions should be periodically re-examined and priorities reset based on existing conditions and past accomplishments.



1. Design and implement Winchester Boulevard improvements (p.70).
2. Design/Install permanent traffic calming devices along Eden Avenue between Moorpark Avenue and Hamilton Avenue (p.74).
3. Seek additional funding for the Even Start family literacy program (p.79).
4. Initiate cooperative agreements for joint-use of school or church grounds for community parks and recreational use (p.82).
5. Identify a location for the West Side Branch Library (p.85).
6. Develop a street tree planting plan for residential streets and organize neighborhood plantings (p.88).
7. Conduct traffic studies focused on reduction of cut-through traffic and speeding on residential streets; explore and mitigate neighborhood-wide impacts (p.91).
8. Remove the public telephone phone booth outside F & W liquor store on Winchester Boulevard at 3127 Williamsburg Drive (p.94).
9. Stencil house numbers on curbs in residential areas (p.96).
10. Improve neighborhood clean-up efforts (p.98).
11. Develop a community center/sports complex at Monroe Middle School or Primary Plus School in cooperation with Campbell Union School District or Moreland School District, respectively (p.101).
12. Strengthen Code enforcement for substandard properties (p.104).
13. Amend the General Plan and zoning of single-family residential lots along Winchester Boulevard to allow mixed use for commercial, office and/or higher density residential development consistent with the character of a Transit-Oriented Development corridor (p.106).
14. Increase police presence throughout the Winchester area (p.108).

# 1

## *Design and implement Winchester Boulevard improvements*

### ISSUE

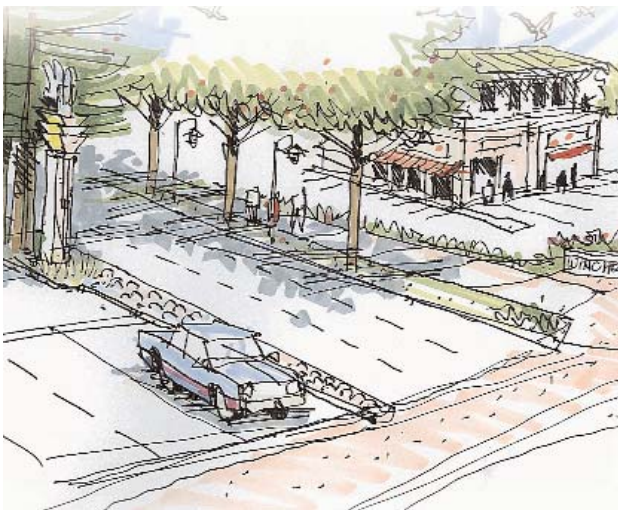
The following conditions contribute to traffic flow problems and jeopardize pedestrian safety on Winchester Boulevard: inconsistent lane widths; wide right-of-way with no separation between oncoming traffic lanes; a large number of driveways with left-hand turns; unsynchronized traffic signals; long distances between signals; few pedestrian crosswalks; and discontinuous or deteriorating sidewalks. Additionally, some lot configurations and land uses along Winchester are incompatible with the Transit-Oriented Development (TOD) corridor as envisioned by the San José 2020 General Plan.<sup>1</sup>

### DISCUSSION

As the area's primary commercial corridor, Winchester Boulevard could benefit from roadway and pedestrian improvements, economic revitalization and possible intensification of existing land uses consistent with the General Plan.

Roadway and pedestrian improvements in particular received the most support from the community overall. Because this category of improvements was so critical to the neighborhood, the related

action steps were individually rated by the community. They are presented below according to the level of support they received, beginning with the most popular improvement action.



<sup>1</sup> City of San José, *Focus on the Future: San José 2020 General Plan*. San José, CA, 1994 with updates through Dec. 7, 1999.

## ACTION STEPS

### *Roadway and Pedestrian Improvements*

- Create more consistent lane configurations to ease back-ups and confusion caused by merging traffic. Purchase right-of-way where necessary to complete ultimate roadway and pedestrian configuration.
- Review signal timing along Winchester Boulevard and complete West Corridor Silicon Valley Intelligent Transportation System (SV-ITS) project.
- Conduct periodic traffic studies to ensure maintenance of adequate level-of-service, especially when significant development projects are contemplated in the general vicinity (e.g., the Santana Row Development on Stevens Creek Boulevard).
- Install curbs, gutters and sidewalks at David Avenue, Fireside Drive, Greentree Way, Fruitdale Avenue, Walgrove Way, Riddle Road, Williams Road, and Payne Avenue.
- Establish an ongoing sidewalk maintenance schedule, and aggressively publicize the City's sidewalk repair program to encourage homeowners to participate and repair deteriorating sidewalks in front of their properties.
- Widen sidewalks where possible in conjunction with the City's new pedestrian design guidelines.
- Initiate a community planning process with the City's Department of Transportation (DOT) to design and install median improvements between Moorpark and Hamilton Avenues.
- Develop landscape plans for planters between the curbs and sidewalks with trees, and possibly shrubs, and ground cover to separate pedestrians from busy traffic.
- Install highly visible, enhanced pedestrian crosswalks at Moorpark Avenue, Williams Road, Payne Avenue and Hamilton Avenue.
- Consolidate driveway entrances/curb-cuts, where possible, to limit back-ups created by multiple left-hand turn pockets (encourage businesses to share entrances).
- Install traffic signals at Magliocco Drive (underway) and possibly at Fireside Drive - Complete the traffic analysis to determine whether Fireside Drive warrants a signal, and explore the need for additional traffic signals or other controls to discourage speeding and provide opportunities for safe pedestrian crossing.

- Integrate sheltered areas, lighting, newspaper vending machines, trash receptacles and seating into bus stops for a more comfortable public transit experience.
- Install gateway features at Moorpark Avenue, Williams Road, Payne Avenue and Hamilton Avenue.

Economic strategies and land use modifications can also strengthen Winchester Boulevard's role as a vital transit-oriented commercial corridor. Following are supporting actions that contribute to the overall goal of improving Winchester Boulevard. The costs, timing and responsible parties identified at the end of this priority action description refer to roadway and pedestrian improvements. For a more detailed discussion of economic and land use strategies, see the *Economic Development* heading in the *Improvement Plan Concept* section, "top priority" action #13: *Amend the General Plan and Zoning...*), and Goal "B" actions in the *Strategic Action Plan* matrix.

#### *Economic Vitality*

- In conjunction with the Business Association, develop an economic development strategy for Winchester Boulevard.
- Hold workshops with the Business Association to elaborate the vision of the San José 2020 General Plan for the scale and character of the boulevard.
- Conduct a market analysis to determine market demand for various types of commercial uses along the boulevard.
- Employ measures to attract and retain neighborhood-serving businesses that meet the needs of Winchester residents.
- Identify vacant and underutilized sites appropriate for new businesses.

#### *Land Use*

- Amend the General Plan and zoning of single-family residential lots to allow mixed uses for commercial, office and higher density residential development consistent with the character of a Transit-Oriented Development corridor.
- Explore appropriate lot reconfigurations and consolidations to encourage mixed use development for higher density residential with ground level commercial frontage, open space and possibly underground parking.
- Develop revitalization prototype analyses for underutilized sites.

**BENEFITS**

Winchester Blvd. improvements will ease traffic flow, create a safer pedestrian environment and strengthen the boulevard's image as a vital economic corridor in the Winchester area.

**COST**

The City of San José desires to allocate \$800,000 from its capital improvement budget for Type II landscape improvements along Winchester Blvd. this year. Additional funding in the amount of \$700,000 will be required to complete the *Roadway and Pedestrian Improvements* as outlined.

**TIMING**

Immediate - long term (0-7+ years) depending on individual improvement components.

**RESPONSIBILITY**

(LEAD RESPONSIBILITY IS IN BOLD)

- **Department of Transportation**
- Council Districts
- Department of Parks, Recreation and Neighborhood Services (Neighborhood Services Division)
- Department of Planning, Building and Code Enforcement (Planning Services)
- Department of Public Works (Design and Construction/Architectural Engineering)
- Redevelopment Agency

**PROJECTS UNDERWAY**

A traffic signal will be installed on Winchester Boulevard at Magliocco Drive by spring, 2002.



## 2 *Design/install permanent traffic calming devices along Eden Avenue between Moorpark Avenue and Hamilton Avenue*

### ISSUE

Eden Avenue has become a major cut-through route for drivers avoiding traffic on Winchester Boulevard. High traffic volume and speeding vehicles on Eden Avenue have been critical concerns for neighborhood residents for almost ten years.

### DISCUSSION

Dedicated and well-organized neighborhood residents have been working to build consensus around traffic calming issues and craft a traffic calming solution for Eden Avenue since 1993. The Eden Neighborhood Association was formed eight years ago in response to aggravated traffic on Eden Avenue. They were joined by the Lynhaven Neighborhood Association in 1999 to found a traffic calming action team. Meeting weekly for the past two years, this committee has met with City officials, studied successful traffic calming solutions in neighboring cities, conducted traffic surveys and studies, and sponsored traffic calming meetings for the entire neighborhood.



A recent informal door-to-door survey of 80 homes on, or in the vicinity of Eden Avenue confirmed the severity of Eden traffic problems, with ninety-four percent of those surveyed indicating that traffic calming treatment on Eden Avenue should be pursued.<sup>2</sup>

In their efforts to calm traffic on Eden Avenue, residents have established two important objectives: to reduce and calm traffic flow *and*

<sup>2</sup> Eden Neighborhood Association/Lynhaven Neighborhood Association Traffic Calming Survey, March 3, 4, 2000; May 5, 6, 2001

to create a more attractive neighborhood street environment. These objectives go hand-in-hand, and any new traffic calming installations should make a positive contribution to the overall appearance of the neighborhood. Installing speed humps for example are not considered first priority traffic calming devices for residents because they do not contribute to neighborhood beautification, and they can increase traffic noise from abruptly decelerating and accelerating engines. Sensitively designed barriers to speeding, such as street narrowing through chokers, chicanes and planters not only help to tame traffic, but can also be aesthetically pleasing.

#### **ACTION STEPS**

Finalize designs and prepare construction documents for installation of the following permanent traffic calming devices (based on the findings of the approved pilot program - an analysis of the impacts of temporary devices).

##### *Chokers*

- Install chokers with landscaping north of the Garnet Drive/Lynn Oaks Drive intersection and north of the Finch Drive/Yuba Avenue intersection and a choker island between Payne Avenue and Loma Verde Drive. Chokers narrow the street by widening the sidewalk or planter area. This extra area can be used for installing entry monuments, planting street trees or other landscaping, or simply creating a wider sidewalk area.

##### *Curbs, Sidewalks and Related Infrastructure*

- Complete curbs, sidewalks and related infrastructure on streets where they are missing or discontinuous. Sidewalks should be designed to be universally accessible.



Existing Conditions: Discontinuous sidewalks on Eden north of Payne



Artist's rendering: Sidewalk and landscape improvements on Eden



Existing Conditions: Unsafe pedestrian crossing at Eden Avenue and Payne Avenue



Artist's rendering: Intersection improvements with enhanced crosswalks

### *Chicane or Slightly Curved Street*

- Develop a chicane or “s”- shaped street between Payne and Moorpark Avenues. A chicane slows traffic by limiting the motorist’s line of sight and narrowing the street. Adjacent space created by the slight curve can be used for landscaping or for a more generous sidewalk area. The chicane must be designed to meet standards for efficient emergency access.

### *Traffic Circles*

- Build traffic circles in the center of intersections at Lynn Oaks Drive/Garnet Drive, Yuba Avenue/Finch Drive, and at Cadillac Drive. Traffic circles require drivers to circulate around them, causing them to slow down. Landscaping these islands with shrubs, flowers and trees also help to make streets appear more residential and less like through-streets.

### *Crosswalks*

- Install highly visible, enhanced pedestrian crosswalks at Moorpark, Williams, Payne and Hamilton, and at Rosemary Lane near Rosemary School, and generally at intersections frequently used by school children, such as at Impala Drive and Cadillac Drive. Uplighted crosswalks should be installed at the intersection of Eden Avenue and Williams Road.

### *Neighborhood Gateway Monuments*

- Develop provisions for neighborhood gateway/entry monuments at the four main intersections on Eden Avenue (Moorpark, Williams, Payne and Hamilton). Monuments or sculptural pieces of artwork identifying the neighborhood can help alert visitors that they are entering a residential area and create a sense of place and design unity. These pieces should be designed to avoid obstructing visibility. Monuments should be installed in tandem with chokers, which serve to narrow the street and slow traffic.

### *Landscape Planting Areas*

- Street trees should be planted in parkstrips to visually and physically separate pedestrians from traffic. Trees and other landscape

materials can also be integrated into the design of chicanes and chokers, enhancing the overall appearance of the street. The City Arborist should ensure that selected street tree species support a unified design palette in the neighborhood.

Other related traffic calming measures recommended for Eden Avenue include: reducing the speed limit; using the Neighborhood Automated Speed Compliance Program (NASCOB) to enforce speed regulation; using crossing guards near Rosemary School during high-peak school hours; and erecting truck prohibition signs.

Community members should take an active part in shepherding any traffic calming projects from design through implementation. Stay informed of new developments in traffic calming on Eden Avenue by logging on to the Eden Neighborhood Association website: [www.jump.to/ENA](http://www.jump.to/ENA) or the Lynhaven Neighborhood Association website: [www.lynhaven.org](http://www.lynhaven.org).



Speed limit enforcement is a critical part of traffic calming on Eden Ave..

## **BENEFITS**

Using landscaping and other physical design elements to physically narrow the street or using trees to create a perception of a narrowed space encourages slower driving and makes the street less inviting to cut-through drivers. Reduced and calmed traffic in residential areas contributes to safer streets for walking and bicycling, less noise pollution, improved neighborhood appearance and ambiance, and potentially increased property values.

## **COST**

These improvements are anticipated to cost approximately \$850,000. The Mayor's budget for 2001/2002 recommends allocating \$600,000 toward traffic calming on Eden Avenue between Moorpark Avenue and Hamilton Avenue. Grant monies also may be available for pedestrian-friendly streetscape improvements, such as the development of neighborhood entry/gateway monuments.

With the assistance of Councilmember Linda J. LeZotte, \$600,000 has been allocated for Eden Avenue traffic calming improvements.

**TIMING**

Immediate - medium (0-6 years).

Phase I, installation of pilot traffic calming devices, is already underway, with an anticipated 90-day to 6-month Schedule for completion. Phase II is expected to begin in spring, 2002.

**RESPONSIBILITY**

- Department of Transportation
- Council District 1
- Department of Parks, Recreation and Neighborhood Services
- Department of Public Works (Design and Construction/Architectural Engineering)
- Neighborhood Associations

**PROJECTS UNDERWAY**

The Department of Transportation has already initiated a two-phase strategy for incorporating many of these traffic calming devices on Eden Avenue between Moorpark Avenue and Hamilton Avenue. The first phase, scheduled for completion by January 2002, is a pilot program that includes installation of bulb-outs and entry features on Payne Avenue and Williams Road in conjunction with curbs, gutters and sidewalks; installation of three-way stops and painted crosswalks at the intersections of Eden and Williamsburg Drive and Loma Verde Drive; and temporary installation of devices such as chokers, traffic circles and chicanes. Temporary traffic calming devices will be in place from 90 days to 6 months, depending on time required for an accurate impact assessment. The second phase includes the installation of permanent fixtures based on analysis and success of the Phase I pilot program.



### 3 *Seek additional funding for the Even Start<sup>3</sup> family literacy program*

#### ISSUE

The *Even Start* family literacy program is a popular program administered through Campbell Union School District; Classes are typically full with ongoing waiting lists. Residents would like to seek additional funding for this program to allow a greater number of interested families the opportunity to participate.

#### DISCUSSION

*Even Start* is a bilingual (English/Spanish) program for low-income families that seeks to improve adult education and literacy, parent education, early childhood education, and parent/child together activities. Classes and lesson plans are tailored to specific family needs and the program provides linguistically and culturally appropriate services and materials (maintaining a fully bilingual staff).

Families are eligible to receive services if they are low-income and have children under 8 years of age. *Even Start* programs are located in school facilities within their respective districts (typically elementary schools). Families who potentially meet program qualifications are typically referred by a counselor, psychologist or teacher. In the Winchester neighborhood, the current enrollment demand exceeds program capacity.

#### ACTION STEPS

- Support collaboration between the City, Neighborhood Associations and interested community members to apply for funding.
- City to draft letters of support and assist community members who can take a lead role in assembling grant applications.

<sup>3</sup> Santa Clara County Children & Families First Commission. *A Chance for Every Child: Proposition 10 Strategic Plan*. San José, CA, 2000



- Apply for federal and state grants in coordination with funding cycles.
- Apply for Healthy Neighborhoods Venture Funds in support of Even Start.
- Seek public grants and private contributions that aim to support the type of services offered through Even Start.
- Build partnerships with non-profit organizations.

### **BENEFITS**

Currently, approximately 135,000 San José residents speak Spanish at home, and with Hispanics expected to account for 39% of the City's population by 2010,<sup>4</sup> bilingual programs that support literacy will become increasingly critical. *Even Start* uniquely focuses on literacy for the entire family, in terms of parent education and adult literacy as well as childhood education, so that parents can learn, while taking an active role in their child's education.

Winchester residents pointed to parenting, child care, skill-building/job training, after-school programs and recent immigrant mentoring as areas of special interest that could be expanded to serve the needs of the Winchester neighborhood. *Even Start* is an extremely successful program that encompasses many of these interest areas.

During the planning process, Winchester residents voiced concern about access to programs, especially for those who do not own cars. Because *Even Start* programs are located in school facilities within their respective districts (typically elementary schools), eligible families are ensured convenient access to *Even Start* services. Additionally, many programs have partnered with taxi companies to provide convenient and affordable transportation alternatives.

Several "service gaps" in the *Even Start* program have been identified in the *Proposition 10 Strategic Plan*. One of those "gaps" in particular parallels a need for recent immigrant/new resident



<sup>4</sup> 2000 projections provided by Claritas. 1990 figures from the US Census.

mentoring that emerged during community workshops. The Plan indicates a need to provide parent education on household management for families new to this country (how to navigate our social system, medical, health care, etc.). With supplemental funding, there may be potential to satisfy this and other *Even Start* “service gaps” to expand this highly effective program.

### **COST**

*Even Start* programs are found at school sites throughout Santa Clara County, with each program drawing from a variety of partnerships with non-profit groups and organizations in an effort to achieve sustainability. Initial funding is through federal and state grants, but each program seeks to diversify its funding on an annual basis to include public grants as well as private contributions. Currently, the program involves 35 families per year at a cost of about \$160,000. Based on a 5-member family estimate, the program would need approximately \$915 per year for each new individual added to the program.

### **TIMING**

Immediate - short (0-3 years).

### **RESPONSIBILITY**

- **Even Start Program**
- **Neighborhood Associations**
- Council Offices (Districts 1 and 6)
- Campbell and Moreland School Districts
- Department of Parks, Recreation and Neighborhood Services
- Schools/City Collaborative

### **PROJECTS UNDERWAY**

Through a recent grant, *Even Start* hopes to extend childcare hours for parents involved in the program. The new funding would allow a childcare center to be open approximately 6.5 hours per day. An application for additional funding through a Sear’s grant has also been submitted.

## 4

*Initiate cooperative agreements for joint-use of school or church grounds for community parks and recreational use***ISSUE**

There is a lack of open space and parkland in the Winchester neighborhood and there are currently no vacant lots available for developing recreational park space. Marijane Hamann Park serves all of the Winchester area from Highway 17 to San Thomas Expressway. It is located on the east side of Winchester Boulevard, making it difficult and unsafe for pedestrian access from neighborhoods on the west side of Winchester Boulevard. Other than this park, the only large open spaces nearby are school and church grounds.

**DISCUSSION**

Service goals set by the Department of Parks, Recreation and Neighborhood Services in San José's 20-year Strategic Plan for Parks and Community Facilities and Programs, show that Council District 1 needs to gain 36 acres of neighborhood and community serving parkland and Council District 6 needs an additional 70.5 acres by 2020 (The Winchester Strong Neighborhoods Initiative planning area overlaps part of Council District 1 and part of Council District 6).<sup>5</sup> These estimates are based on a figure that already includes school acreage as existing neighborhood parkland, so the acreage specified in the 2020 goal would need to be acquired in addition to any parkland shared with schools through a joint-use agreement.

Residents currently use recreational space at Lynhaven Elementary School, Monroe Middle School, Castlemont Elementary School, Rosemary Elementary School, Primary Plus School (private) and local churches, such as the Church of the Nazarene.

<sup>5</sup> City of San José, Department of Parks, Recreation and Neighborhood Services. *Greenprint for Parks and Community Facilities and Programs: A 20-Year Strategic Plan*. San José, CA, 2000

Partnering with School Districts and/or the faith community could provide excellent opportunities for rejuvenating and sharing park space. Working as a team, the City, Council Offices, School Districts and/or faith-based groups may be able to develop and maintain upgraded sports fields and playground equipment for the benefit of the entire community that they could not provide individually. And, the City could provide ongoing after-school recreation programs for all to enjoy.

Several possible sites where shared recreational spaces might be located include:

- Primary Plus School (leased by the Moreland School District to the Primary Plus School for private school use)
- Monroe Middle School (Campbell Union School District)
- Lynhaven Elementary School (Campbell Union School District)
- Castlemont Elementary School (Campbell Union School District)
- Rosemary Elementary School (Currently the City of San José provides some community services out of the Rosemary Elementary School)
- Local Churches such as the Church of the Nazarene (There may be some limits on the use of public funds here because of the constitutional requirement of the separation of church and state. However, joint-use of these facilities might be possible through private grants and community organizations in cooperation with the faith communities)

#### **ACTION STEPS**

- City Council and City staff to initiate discussions with School Districts and/or faith-based groups for potential development of shared park space.
- School Districts or faith-based groups and City staff negotiate a joint-use agreement.
- School Districts or faith-based groups and City staff apply for funding from appropriate funding sources or grant programs.
- Develop improvement plans for playgrounds, sports fields and other shared spaces.
- Construct school or church/park improvements.
- Fund and staff recreational programs.



**BENEFITS**

A cooperative agreement could stimulate better utilization of open space resources in the Winchester neighborhood, and provide enriched opportunities for students and the general community to enjoy recreational programs.

**COST**

Estimated Construction Cost: \$750,000 - \$1.5 million per school/park area for improvement construction projects.

**TIMING**

Immediate - long (0-7+ years), depending on whether a construction element is involved.

**RESPONSIBILITY**

- **Department of Parks, Recreation and Neighborhood Services** (Recreation and Community Services)
- **Council Offices** (Districts 1 and 6)
- Department of Public Works (Design and Construction/Architectural Engineering)
- Redevelopment Agency
- San José City Council
- Faith Community
- Neighborhood Organizations
- School Districts - Campbell and Moreland

**PROJECTS UNDERWAY**

Parks, Recreation and Neighborhood Services staff is currently working with Campbell Union School District to develop an agreement that would allow use of the Rosemary Elementary School facility and grounds.

## 5 Identify a location for the West Side Branch Library<sup>6</sup>

### ISSUE

The Winchester neighborhood is part of the larger West Side area of the City that lacks convenient access to a public branch library. Even with planned improvements to the West Valley, Rosegarden and Willow Glen branches, which are part of the West Side area's network, it will not be possible to meet increasing demands for public library service by West Side residents.

### DISCUSSION

In an effort to meet the community's demand for new libraries voters passed Bond Measure "O" in 2000 to further the City's plans to open six new branches throughout San José over the next 10 years. One of these new branch libraries, the West Side Branch Library, is scheduled to open in 2008, and is slated for location in the vicinity of the Winchester and Burbank/Del Monte Strong Neighborhoods Initiative areas.



Since Winchester has no vacant land available for a new branch library at this time, possibilities for land acquisition, relocation of existing businesses, and possible partnerships should be actively pursued to identify a site that could accommodate the West Side Branch Library.

The ideal site would be one that is convenient to all West Side area residents including both Winchester and Burbank/Del Monte neighborhoods. Current plans require a 1.75-acre parcel for a proposed 22,000 square foot building. Ground floor locations and sites with good visibility from major thoroughfares are preferable. An underutilized commercial site along Winchester Boulevard might

<sup>6</sup> City of San José, San Jose Public Library. *Branch Facilities Master Plan: Building Neighborhood Libraries*. San José, CA 2000

provide an excellent opportunity for redevelopment. The library could also be incorporated into a mixed use project.

Opportunity sites have also been suggested in the nearby Burbank/Del Monte neighborhood. All sites need to be further evaluated to determine whether they meet the criteria for optimal library development.

#### **ACTION STEPS**

- Investigate possibilities for land acquisition, relocation of existing businesses, and possible partnerships to identify a site that could accommodate the West Side Branch Library.
- Investigate the corner of Williams Road and Winchester Boulevard, and the south-west corner of Moorpark Avenue and Winchester Boulevard as potential West Side Branch Library sites in the Winchester neighborhood.
- Initiate discussions with property owners.
- Negotiate the sale of an existing, underutilized site.
- Gather community input to develop general service guidelines tailored to the specific library needs of the neighborhood (Recommendations will include specifications such as collection size, number of computers and size of study and meeting areas).
- Finalize a design and building program.
- Construct the library facility.

#### **BENEFITS**

A new West Side branch library in the vicinity of the Winchester neighborhood would reduce travel time and distance for local patrons and decrease demands on libraries located in the same branch network (Rosegarden, West Valley, Willow Glen and Biblioteca Latinoamericana).

Winchester community members have identified expanded adult education, language training, career enhancement and technical training as some of their highest priorities in contributing to neighborhood improvement. Locating the West Side library in the Win-

chester neighborhood would support these by providing access to language and technology resources and study centers.

A library conveniently accessible to Winchester residents would also provide critically needed space for community programs and community-oriented events.

#### **COST**

Estimated cost for the West Side Branch Library is \$11,732,000. (2000/01 dollars), which includes land acquisition fees.

#### **TIMING**

Identifying a location for the library is a short - term (0-3 years) action. The West Side Branch Library is expected to open in 2008.

#### **RESPONSIBILITY**

- City of San José Public Library
- Council Offices (Districts 1 and 6)
- Department of Parks, Recreation and Neighborhood Services
- Department of Public Works (Real Estate/Architectural Engineering)
- Department of Planning, Building and Code Enforcement (Plan Implementation Division)
- Friends of the Library

#### **PROJECTS UNDERWAY**

The City of San José is currently assessing the cost and feasibility of a number of sites for the West Side Branch Library.

## *Develop a street tree planting plan for residential streets and organize neighborhood plantings*

### **ISSUE**

Some residential streets in the Winchester area lack street trees or have discontinuous street tree plantings. Winchester residents would like to beautify the neighborhood by developing tree-lined neighborhood streets.

### **DISCUSSION**

Planting street trees requires property owner initiative. By state law and local ordinance, responsibility for care and maintenance of trees within adjacent planter strips in the public right-of-way rests with the adjacent property owner. Property owners must, therefore, be proactive in caring for these trees in order to maintain a beautiful residential streetscape.

After identifying street tree deficiencies and interested participants, Neighborhood Associations should work with the City Arborist's Office to determine appropriate tree species. Informed selection is extremely important because some species are susceptible to disease, can damage streets and walkways, and may create maintenance problems. In order to ensure that street trees will be compatible with given conditions, the City Arborist's office has developed a street tree planting list. This list also includes replacement trees for areas previously planted with street trees that have since been identified as problematic.

A tree planting event might include collaboration among all Winchester Neighborhood Associations and could be combined with other neighborhood social events (for example Earth Day or Arbor Day celebrations).

*Our City Forest*, a local non-profit organization, works with individuals and neighborhood groups to facilitate tree planting projects. As San Jose's "one-stop shop" for tree planting, *Our City Forest* provides site assessments, species selections, tree care plans, as well as



necessary permits and clearances. Neighborhood associations and individuals are encouraged to call *Our City Forest* (408-99-trees) directly to inquire about their services.

#### **ACTION STEPS**

- Conduct a street tree inventory to determine where major street tree deficiencies are located. The inventory should map locations where trees are extremely limited as well as gaps where trees simply need to be filled in (to be initiated by Winchester neighborhood organizations).
- Review information published by the City Arborist's Office (Landscape Services Division, Department of Transportation) about street tree planting, care and maintenance.
- Neighborhood Organizations (Lynhaven Neighborhood Association, Magliocco-Huff Property Owners' Association, Eden Neighborhood Association, Hamann Park Neighborhood Association, West Side Neighborhood Association, Winchester Property Owners' Association) should hold neighborhood meetings with property owners to: present the street tree inventory; describe the Winchester Strong Neighborhoods Initiative vision for residential street trees; provide an opportunity for the community to participate in developing a street tree planting plan; and determine who is interested in having a street tree planted in front of their home.
- Work with the City Arborist's Office to determine which tree species is appropriate for a given location (408-277-2756). Currently replacement trees have been designated for: Acorn Ct., Acorn Way, Castlemont Street, Colonial Way, David Ave., Driftwood Dr., Eden Ave., Magliocco Dr., Neal Ave., Payne Ave., Williams Rd., and Winchester Blvd.
- Obtain a planting permit from the Department of Transportation (free-of-charge). The size and type of tree to be planted will be designated on the permit.
- Set priorities and develop a tree planting schedule for completing plantings in the Winchester area.
- Establish a regular maintenance regime for newly-planted street trees.





**BENEFITS**

Street trees can reduce heat gain, filter air quality impurities, increase property values and improve the ambiance of the neighborhood. In fact, street trees can have such a positive impact on neighborhoods that San José municipal code (chapter 13.28) now requires that a street tree be planted in front of each new family residence in the City.<sup>7</sup> Another beneficial aspect of volunteer neighborhood tree planting is the opportunity that such coordinated efforts provide for working together with neighbors toward a common goal.

**COST**

The typical fee for planting a 15-gallon street tree is \$185 - \$200, excluding augering and cement-cutting. *Our City Forest* is working to obtain outside funding to reduce the cost to \$70 per tree for Winchester neighborhood organizations .

**TIMING**

Immediate - medium (0-6 years).

**RESPONSIBILITY**

- **Neighborhood Associations**
- Department of Parks, Recreation and Neighborhood Services (Neighborhood Services)
- Department of Transportation (Landscape Services Division, City Arborist's Office)
- Redevelopment Agency
- Council Offices (Districts 1 and 6)
- Our City Forest (Non-profit Organization)
- Property Owners

**PROJECTS UNDERWAY**

The Department of Transportation will plant street trees as part of planned Eden Avenue traffic calming improvements and Williams Road sidewalk installations.

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<sup>7</sup> City of San José, Department of Transportation, Landscape Services Division. *Street Trees*. San José, CA, 1997

## 7

*Conduct traffic studies focused on reduction of cut-through traffic and speeding on residential streets; explore and mitigate neighborhood-wide impacts*

### ISSUE

Some residential neighborhoods in the Winchester area experience a high volume of cut-through traffic and speeding traffic that detracts from the character of the neighborhood and jeopardizes pedestrian safety. Neighbors would like to take steps to redirect cut-through traffic and speeding, but not at the risk of merely shifting traffic problems to other nearby residential streets.



### DISCUSSION

Eden Avenue, between Payne Avenue and Hamilton Avenue in particular, experiences especially high levels of cut-through and speeding traffic. Essex Way, Lexington, Cadillac, Fireside and Magliocco Drives, and Neal, S. Baywood, and Greenbriar Avenues also suffer from the negative impacts of cut-through traffic. With new developments under construction in the vicinity, neighbors anticipate that this type of traffic pattern will only be exacerbated in the near future.

Traffic calming studies should initially be focused on those streets currently experiencing the most severe traffic impacts, but traffic calming decisions should only be made after the effects of proposed traffic calming measures have been analyzed for the broader community. Any potential for shifting existing traffic impacts from one street or neighborhood to another should be avoided, or mitigated by means that may include additional traffic calming measures on affected streets. Traffic should always be redirected from residential streets to major thoroughfares, not to other neighborhood streets.

The broader community in which traffic calming impacts needs to be explored is the area bounded by Junipero Serra Interstate (280) to the north, the San Tomas Expressway to the west, Hamilton to the south and State Route 17 to the east. In general, all traffic calming measures, including speed reduction techniques should be comprehensively analyzed to determine their effect on overall neighborhood traffic volumes and patterns, and their implications for Winchester residents. Any definitive traffic calming decisions should be made only with the full and active participation of affected residents, property owners and neighborhood associations.

#### **ACTION STEPS**

- Examine the impacts of traffic calming devices at key locations to determine the degree to which such devices might successfully reroute cut-through traffic onto nearby thoroughfares without producing adverse impacts on the Winchester neighborhood as a whole.
- Install temporary traffic calming devices, as a means of evaluating overall traffic impacts before investing in permanent measures.
- Address speeding using a combination of measures, such as an increased police presence, more aggressive ticketing, synchronization of signals, posted speed limit, installation of additional stop signs, and physical barriers to speeding, such as street narrowing through chokers and chicanes.
- Continue to use Neighborhood Automated Speed Compliance Program (NASCO), an existing police program that has proven effective in the Winchester neighborhood. The program utilizes a computer in a parked vehicle to photograph speeding cars and issue tickets via mail.

**BENEFITS**

A neighborhood-wide approach to traffic calming decisions and experimentation with various speed reduction techniques would ensure that money is well spent on traffic calming improvements, and would prevent the shifting of traffic problems from one residential street to another.

**COST**

To be determined by City staff. Potential range: \$150,000.

**TIMING**

Medium-term (4-6 years).

**RESPONSIBILITY**

- Department of Transportation
- Department of Parks, Recreation and Neighborhood Services
- Department of Public Works
- Neighborhood Associations
- Police Department



*Remove the public telephone booth outside  
F & W liquor store on Winchester Boulevard at  
3127 Williamsburg Drive*

**ISSUE**

The public telephone booth outside the F & W liquor store on Winchester Boulevard and Williamsburg Drive attracts drug trafficking and loitering.

**DISCUSSION**

There is a new provision in the City's zoning ordinance that allows for the removal of pay-phone booths that become a public nuisance in the public right-of-way. Upon learning of the nuisance that this phone booth has been causing in the community, Council Offices and the Code Enforcement Division coordinated immediately with the property owner to remove the phone booth.

**ACTION STEPS**

- Council/Code Enforcement notified the property owner of the community's concern regarding the phone booth and the City's intention to remove the phone booth.
- Council/Code Enforcement worked with the property owner to plan for removal or relocation of the phone booth consistent with the Municipal Code.

**BENEFITS**

Removal of the phone booth will discourage potential drug transactions and improve the community's perception of the liquor store as a public nuisance.

**COST**

Covered under existing City budget.

**TIMING**

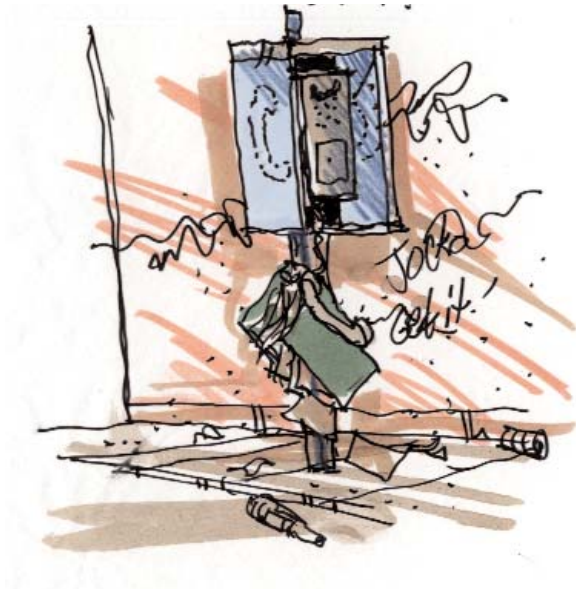
Steps were taken during the development of this Plan to implement this priority action. Phone booth removal is underway.

**RESPONSIBILITY**

- Department of Planning, Building and Code Enforcement (Code Enforcement)
- Council Offices (Districts 1 and 6)
- Department of Parks, Recreation and Neighborhood Services
- Property Owners

**PROJECTS UNDERWAY**

Council and Code Enforcement are now looking at removing an additional problematic phone booth across the street.





## 9 *Stencil house numbers on curbs in residential areas*

### ISSUE

Community members would like to see a more consistent design treatment in residential areas. Stenciling house numbers on curbs would contribute to a more unified neighborhood character.

### DISCUSSION

Although the City does not fund house number stenciling, neighborhood associations could organize a stenciling program and apply for grant funding, or secure funding with the help of local clubs or community-based organizations. Scouts, Little Leagues, sororities/fraternities, or other school-related clubs could use neighborhood stenciling as a fundraiser. The San José Conservation Corps has done stenciling projects in the past. Paint and stencils could be donated by local merchants, and funds collected from residents could benefit the local organization.

### ACTION STEPS

- Set up a house number stenciling program through Neighborhood Associations.
- Outreach to neighbors to promote house number stenciling and create a database of interested parties.
  - Look for community-based organizations or clubs who might be interested in participating in a fundraiser.
  - Set up a schedule to systematically paint a certain number of house numbers per year.

### BENEFITS

Painting house numbers on curbs will create a cleaner looking environment, contribute to neighborhood sense of identity, and assist public safety professionals in locating addresses.

**COST**

Since stenciling is not covered through existing City services, this improvement would need to be privately funded. Neighborhood associations may be able to obtain grant funding however, to help offset the cost. Potential funding might be secured through a Community Action and Pride (CAP) Grant, or community-based organizations and clubs through volunteer efforts and fundraisers.

**TIMING**

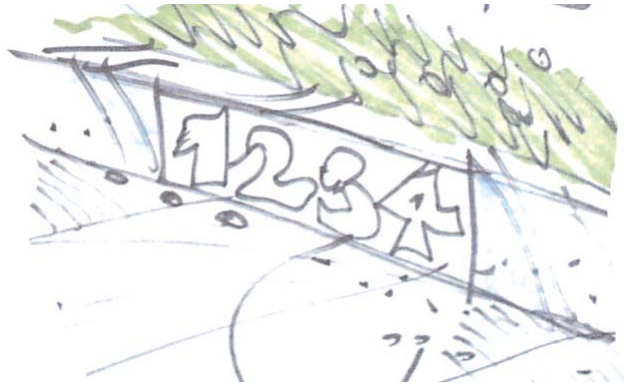
Immediate - short (0-3 years).

**RESPONSIBILITY**

- Neighborhood Associations
- Community Organizations
- Council Offices (Districts 1 and 6)
- Department of Parks, Recreation and Neighborhood Services (Neighborhood Services)
- San José Conservation Corps

**PROJECTS UNDERWAY**

Sigma Omega Phi, a San José State University sorority, has already expressed interest in this stenciling project as a way to make a positive contribute to the neighborhood. Additionally, the Winchester Strong Neighborhoods Initiative Neighborhood Advisory Committee recently submitted an application for a Community Action and Pride (CAP) Grant to help fund neighborhood stenciling.



# 10

## *Improve neighborhood clean-up efforts*

### ISSUE

Winchester residents have experienced some problems with overflowing dumpsters and insufficient street sweeping. Community members would like to resolve these issues, and hold more neighborhood clean-up events in general to improve the overall cleanliness and perception of the area.

### DISCUSSION

In order to ensure that streets are thoroughly cleaned, street-sweeping and garbage collection need to be coordinated so that dumpsters are not in the street on days when sweepers need street access. Posting additional street sweeping parking regulation signs (some areas are already signed) will also help ensure that streets can be thoroughly cleaned on a regular basis.



Consolidating dumpster garbage collection days throughout the Winchester area, rather than scheduling pick-ups on alternating days, will minimize visibility of unsightly dumpsters.

As key clean-up strategies, residents suggested offering more frequent “dumpster/bin days” and organizing more neighborhood clean-up events. Many neighborhood associations may not know how to organize a neighborhood clean-up event, or where to look for resources to support neighborhood-wide clean-ups. Establishing a mentoring system could be beneficial in provid-

ing a means for neighborhood associations to learn from one another: a neighborhood leader from outside the Winchester area who has successfully organized clean-up events may be able to share resources with neighborhood associations who have less experience. The Neighborhood Development Center could be instrumental in facilitating this process.

### **ACTION STEPS**

- Explore resources for community-initiated clean-up events.
- Develop a collaborative mentor program for community leaders to teach neighborhood organizations how to apply for clean-up grants and how to organize a neighborhood clean-up event.
- Increase “dumpster/bin days” in the neighborhood.
- Coordinate street sweeping and garbage collection schedules so that they do not conflict with one another.
- Install additional street-sweeping parking regulation signs as needed - Code Enforcement to provide support via citations.
- Consolidate dumpster garbage collection days (so that there are not dumpsters on Winchester streets every day).
- Provide an option for larger landscape bins for recycling green waste.

### **BENEFITS**

Concentrating on clean-up and maintenance efforts will create a more attractive street environment and ensure that neighborhood streets are free of debris and unattractive clutter.

### **COST**

Council Offices have access to some grant money that could be applied toward this type of project. *San José Beautiful* also awards beautification grants year-round to civic and neighborhood organizations and to schools. Winchester neighborhood associations may be eligible for this type of grant funding. The Winchester Strong Neighborhoods Initiative Neighborhood Advisory Committee recently applied for a Community Action and Pride (CAP) Grant to help fund neighborhood clean-up activities.

**TIMING**

Immediate/ongoing.

**RESPONSIBILITY**

- Department of Planning, Building and Code Enforcement (Code Enforcement Services)
- Council Offices (Districts 1 and 6)
- Department of Parks, Recreation and Neighborhood Services
- Department of Transportation (Landscape Services Division)
- Neighborhood Associations
- Neighborhood Development Center
- Redevelopment Agency
- San José City Attorney
- San José Police Department
- Tenant Rights Organization
- Tri-County Apartment Owners' Association

**PROJECTS UNDERWAY**

The most recent Trimmings and Street Sweeping Services draft contract addresses schedule coordination between street sweeping and garbage collection. Additionally, street sweeping service will be doubled (to twice per month) beginning in July 2002.

Posting additional street sweeping parking regulation signs in the neighborhood will be considered under the city-wide Residential Street Sweeping Parking Prohibition Program. This program provides funding for ten miles of new sign installation on a first-come-first-serve basis.

The City's new garbage contract also provides optional landscape/green waste containers for single family residences.

# 11

*Develop a community center/sports complex at Monroe Middle School or Primary Plus School in cooperation with Campbell Union or Moreland School Districts, respectively*

## ISSUE

The Winchester neighborhood does not have a dedicated community facility for gathering and for recreation. As with the challenge faced by the Winchester community in locating prospective parks and a library in the area, there are currently no vacant lots available for purchase to meet this need.

## DISCUSSION

Residents enjoy community centers outside the Winchester area, but would like to have a facility more convenient to the neighborhood. Community members visualized a facility that might include:

- A gymnasium,
- Outdoor sports fields and courts,
- Locker rooms,
- Multi-use classrooms and meeting rooms,
- Offices, and
- A kitchen.

A promising opportunity might be to partner with School Districts to share a recreational facility on land the School District already owns. An arrangement might be made to allow for shared costs and joint-use of a state-of-the-art facility for the school and the entire community to enjoy. The City could provide ongoing after-school recreational and educational programs. The San José City Council





has successfully developed similar joint-use community facilities with School Districts in other neighborhoods.

Two possible sites where a community facility could be located are:

- Monroe Middle School (Campbell Union School District), or
- Primary Plus School (leased by the Moreland School District to the private school, Primary Plus).

In an initial discussion, the Campbell Union School District suggested they might be interested in pursuing a joint-use facility, subject to approval of the School Board and the San José City Council.

#### **ACTION STEPS**

- City Council and City staff to initiate discussions with School Districts for potential development of a joint-use recreational facility.
- School District and City staff negotiate a joint-use agreement.
- School District and City staff apply for funding from appropriate grant sources.
- Develop a building program.
- Develop design and construction documents.
- Construct the facility.

#### **BENEFITS**

Both the school and the neighborhood could benefit by having a high-quality community center and sports complex for children to use during school hours, and for the community to enjoy after school as a neighborhood meeting place and as a recreational facility to support recreational and educational programs.

#### **COST**

Estimated Construction Cost: \$6,000,000 - \$8,000,000

Estimated Operations and Maintenance Cost: \$700,000 per/year

**TIMING**

Developing a community center in the Winchester area is a long-term goal that would require significant funding and extensive negotiations.

**RESPONSIBILITY**

- Department of Parks, Recreation and Neighborhood Services  
(Recreation and Community Services)
- San José City Council
- School Districts
- Department of Public Works (Design and Construction Division  
and Architectural Services)
- Redevelopment Agency
- Other Private Organizations and Stakeholders

## 12

*Strengthen code enforcement for substandard properties***ISSUE**

Tenants and nearby residents have reported neglected rental properties and substandard conditions at some multi-family complexes in Winchester, especially in the West Side area. Blighted housing and residential units in disrepair can have a detrimental affect on the entire neighborhood.

**DISCUSSION**

There are some steps that Code Enforcement can take to influence the condition of substandard properties, but improving blighted residential units also relies largely on the cooperation of individual property owners. Utilizing property owners' associations in areas most affected by substandard properties can be an effective means of facilitating neighborhood improvement. Property owners' associations can provide a forum for education and exchange of information, and can expand opportunities to qualify for various types of grant funding.

Establishing property owners' associations in areas not currently covered by existing associations will help those property owners who need assistance in organizing efforts to implement positive changes to their properties.

**ACTION STEPS**

- Increase the number of code enforcement/Driveway Team inspectors in future budget years (four additional inspectors have already been added for the 2001/2002 budget year).
- Take enforcement action utilizing the new *Blight* ordinance (effective September, 2001) that applies to duplexes and multi-family housing.
- Encourage tenants to report problems to property owners for resolution. If the property owner fails to address the issue, then tenants should make a report to Code Enforcement for a "Complaint" inspection.
- Expand boundaries of property owners' associations or establish new property owners' associations in areas not currently covered by existing associations.

- Recruit volunteers for the Neighborhood Action program to monitor blighted properties.
- Create incentives for home/property, building/exterior upgrades.
- Improve outreach and distribution of information for residential exterior paint grants.
- Improve outreach and distribution of application packets for housing rehabilitation grants and loans.

#### **BENEFITS**

Improving substandard properties will have a positive impact on the Winchester neighborhood as a whole, creating a more attractive environment, building community pride, and raising property values.

#### **COST**

Covered under Redevelopment Agency budget.

#### **TIMING**

Short-term/ongoing. Most of these action steps require ongoing individual or neighborhood association-based initiative.

#### **RESPONSIBILITY**

- **Department of Planning, Building and Code Enforcement**  
(Code Enforcement Services)
- Department of Housing
- Department of Parks, Recreation and Neighborhood Services
- Neighborhood Associations
- Redevelopment Agency
- San José Police Department
- Tenant Rights Organizations
- Tri-County Apartment Owners' Association
- Winchester Residents

#### **PROJECTS UNDERWAY**

Code Enforcement has already taken steps to improve substandard properties. Four additional Code Enforcement inspectors have been added to the entire Strong Neighborhoods Initiative area for this budget year, and a new blight ordinance for duplexes and multi-family complexes became effective September, 2001.

## 13

*Amend the General Plan and zoning of single-family residential lots along Winchester Boulevard to allow mixed use for commercial, office and /or higher density residential development consistent with the character of a Transit-Oriented Development corridor*

**ISSUE**

Single-family homes are incompatible with a major six-lane commercial thoroughfare and inconsistent with long-term plans for the boulevard as a Transit-Oriented Development (TOD) corridor.<sup>8</sup>

**DISCUSSION**

As the area's major commercial corridor and a symbol of Winchester's economic vitality, Winchester Boulevard could benefit from land use modification. Single family residential lots along Winchester, in particular those lots on the east side of Winchester Boulevard between Greentree Way and Payne Avenue, and from Williams Road to Neal Avenue, should be rezoned to allow for mixed use commercial, office and/or higher density residential development. Rezoning would provide opportunities for lot reconfigurations and/or modified set-backs that would accommodate mixed use development appropriate for the scale and ambiance of the neighborhood's primary commercial corridor.

<sup>8</sup> City of San José, *Focus on the Future: San José 2020 General Plan*. San José, CA, 1994 with updates through Dec. 7, 1999.

**ACTION STEPS**

- Develop preliminary General Plan amendment language and map.
- Notify single-family property owners of proposed General Plan amendment.
- Hold public meetings with property owners to discuss the recommended General Plan change(s).
- Initiate a General Plan amendment request.
- Complete environmental review documents required for General Plan amendment.
- Hold public hearings on General Plan amendment for adoption.

**BENEFITS**

Amending the General Plan will strengthen Winchester Boulevard's image as a vital economic corridor in the Strong Neighborhoods Initiative area.

**COST**

Covered under existing City budget.

**TIMING**

Short-term (0-3 years).

**RESPONSIBILITY**

- Department of Planning, Building and Code Enforcement (Planning Services)
- Council Offices
- Neighborhood Associations
- Department of Parks, Recreation and Neighborhood Services
- Private Developers
- Redevelopment Agency





## 14

*Increase police presence throughout the Winchester area***ISSUE**

The Winchester area is subject to some criminal activity, such as the business of drugs, gang activity, and graffiti. Increased police presence may alleviate some of these problems.

**DISCUSSION**

Police visibility could be improved primarily by locating a substation or drop-in office in the neighborhood, identifying a Winchester Police Department point-person, and by having the Police Department conduct more face-to-face outreach to the community.

The presence of a substation nearby could serve as a deterrent to crime in the area. If it is determined that it is not viable to locate a substation in the neighborhood, then a drop-in office could also help to heighten police visibility. Establishing a Winchester Police Department point-person would provide an opportunity for added police exposure in the neighborhood. A point-person/officer could be responsible for outreach to schools and neighborhood organizations. Organizing ongoing crime prevention presentations by police officers to neighborhood organizations and school groups would provide more direct contact and would help promote the details of existing crime prevention programs to the community.

In addition to increasing police presence, active “neighborhood watch” participation by residents is integral to reducing criminal activity in the area.

**ACTION STEPS**

- Encourage a police sub-station or drop-in office to locate in the area.
- Identify a neighborhood point-person/officer from the Police Department for the Winchester area. Have the point-person outreach to schools neighborhood organizations to build a positive relationship with youth and residents in the area.

- Organize crime prevention presentations by police officers to neighborhood organizations and school groups. Promote existing crime prevention programs to the community through speaking engagements.
- Improve outreach to residents by mailing literature describing programs and by widely distributing the Neighborhood Troubleshooter Guide (a guide to City of San José programs and services).
- Identify street lighting deficiencies and install new neighborhood street lighting to make areas more conducive to police surveillance and monitoring by neighborhood residents.
- Maintain ongoing commitment by traffic enforcement units to enforce existing traffic laws and cut down on speeding.
- Expand boundaries of existing property owners' associations or establish new property owners' associations in areas that are not currently covered.
- Recruit volunteers for the Neighborhood Action program to monitor public nuisances and gang or drug-related activities.
- Continue to support the work of the West Side Community Action Team ("CAT").
- Encourage residents to attend a two-hour Neighborhood Action Workshop to learn how to recognize and follow-up on public nuisances and the business of drugs.
- Recruit volunteers for the anti-graffiti program (for removing graffiti from the public right-of-way).
- Encourage residential and commercial property owners to remove graffiti from their properties in a timely manner.
- Respond to vandalism promptly. Perception of apathy can encourage criminal behavior (call 311 to report non-emergency crimes).
- Encourage all citizens to promote "eyes on the streets," and look out for one another as a means of improving safety and security. This may be done through the Neighborhood Watch program.



## BENEFITS

Increasing police presence and reducing criminal activity will greatly improve quality of life for Winchester residents, making the area a safer place to live and work for families and visitors.

**COST**

Winchester neighborhood associations may be eligible for Community Action and Pride (CAP) Grants, intended for neighborhood groups who seek projects, services and activities that will foster or enhance safety to reduce blight and crime.

**TIMING**

Short-medium/ongoing.

**RESPONSIBILITY**

- Police Department
- Neighborhood Associations
- Department of Parks, Recreation and Neighborhood Services
- Winchester Residents

**PROJECTS UNDERWAY**

There is a concerted effort between police and neighborhood organizations to reduce crime and improve safety in the City. There are currently thirty-two crime prevention programs (offered through the San José Police Department) operating successfully in the community, including eight gang-related programs. The West Side Community Action Team (“CAT”) has also been instrumental in improving Winchester neighborhood crime prevention.

Parks, Recreation and Neighborhood Services staff are currently coordinating with police teams to provide drop-in desk space at Rosemary Elementary School in a portable building. Police teams should begin rotating through this drop-in facility after September 30, 2001.

Aiming to strengthen outreach and education to the community, a gang unit detective is currently scheduled to regularly attend Neighborhood Association meetings in Winchester.

## Action Matrix

The matrix presented on the following pages is intended as a guide to realizing the community's shared vision for the future. Although the top priority actions detailed in the previous section were highlighted by the community as being of particular importance, each of the actions listed in the Action Matrix articulate a piece of the community's vision and should be initiated as soon as possible. The implementation of any one of the improvement actions would bring Winchester closer to the community's desired future.

The Action Matrix is organized around the goals identified in the *Neighborhood Improvement Goals* section presented earlier:

- GOAL A** Enhance Community Design;
- GOAL B** Strengthen Economic Development;
- GOAL C** Improve Circulation and Transportation;
- GOAL D** Provide Community Facilities;
- GOAL E** Acquire Parks/Open Space;
- GOAL F** Improve Community Programs;
- GOAL G** Enhance Safety and Security;
- GOAL H** Encourage Neighborhood Maintenance/Stewardship; and
- GOAL I** Build a Cohesive Community.

For each action, the matrix provides information on the action's priority level, implementation timeframe, responsible parties and partners, City Service Areas and potential funding sources. Top priority actions have been highlighted with shaded boxes. The acronyms listed in the matrix are defined in the *Glossary of Acronyms* located at the end of this chapter.



**A. GOAL: ENHANCE COMMUNITY DESIGN***APPROACH: Beautify the community with attractive buildings, streets and landscaping.*

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>A1</b> Page: 70	Design and implement Winchester Boulevard Improvements (See C1)	Top Priority Action	Short-Long	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ RDA</li> <li>▪ DPW</li> <li>▪ Bus. Assoc.</li> <li>▪ OED</li> <li>▪ Council Office</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ Traffic Capitol Program</li> <li>▪ CIP</li> <li>▪ TDA Grants</li> </ul>
<b>A2</b> Page: 88	Develop a street tree planting plan for specific Winchester streets and organize neighborhood plantings	Top Priority Action	Immediate-Medium	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <b>Council Office</b></li> <li>▪ Community Members</li> <li>▪ PRNS</li> <li>▪ DOT</li> <li>▪ RDA</li> <li>▪ Our City Forest</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ Our City Forest</li> <li>▪ CAP Grants</li> <li>▪ DOT</li> <li>▪ CIP</li> </ul>
	a. Connect interested neighborhood organizations with donated trees available for neighborhood plantings		Short	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ Our City Forest</li> <li>▪ CAP Grants</li> </ul>
<b>A3</b> Page: 96	Stencil house numbers on curbs in residential areas	Top Priority Action	Immediate-Short	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ PRNS</li> <li>▪ Council Office</li> <li>▪ Community Organizations</li> <li>▪ S.J. Conservation Corps</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ Paint Grants</li> <li>▪ CAP Grants</li> <li>▪ Private Funds</li> </ul>
<b>A4</b>	Identify street lighting deficiencies and install new neighborhood street lighting (Also under G4)	Medium Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>DPW</b></li> <li>▪ DOT</li> <li>▪ PRNS</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
A5	Underground “overhead” utility lines	Medium Priority	Long	<ul style="list-style-type: none"> <li>▪ <b>DPW</b></li> <li>▪ DOT</li> <li>▪ P.G.E.</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ P.G.E.</li> <li>▪ RDA</li> <li>▪ CDBG</li> <li>▪ Private Funds</li> </ul>
A6	Improve outreach and distribution of information for residential exterior paint grants (Also under H3)	Medium Priority	Immediate	<ul style="list-style-type: none"> <li>▪ <b>Housing</b></li> <li>▪ RDA</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ Housing</li> <li>▪ RDA</li> </ul>
A7	Improve outreach and distribution of application packets for housing rehabilitation grants and loans, and paint grants (Also under H3)	Medium Priority	Immediate	<ul style="list-style-type: none"> <li>▪ <b>Housing</b></li> <li>▪ RDA</li> <li>▪ PRNS</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ Housing</li> <li>▪ RDA</li> <li>▪ CAP Grants</li> </ul>
A8	In blighted multi-family residential areas, encourage redevelopment through lot consolidation and redeveloping at a higher intensity with adequate parking	Medium Priority	Short	<ul style="list-style-type: none"> <li>▪ <b>RDA</b> (RFQ process)</li> <li>▪ Housing</li> <li>▪ Property Owners</li> <li>▪ Nbhd. Assoc.</li> <li>▪ Private Developers</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ Private Funds</li> </ul>
A9	Improve appearance of signage on commercial streets	Medium Priority	Short	<ul style="list-style-type: none"> <li>▪ <b>Bus. Assoc.</b></li> <li>▪ PBCE (Code Enforcement)</li> <li>▪ RDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> </ul>
	a. Improve sign ordinance for better signage for businesses		Short	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Planning)</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	b. Strengthen code enforcement for business signage		Immediate	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>



**B. GOAL: STRENGTHEN ECONOMIC DEVELOPMENT**

*APPROACH: Encourage mixed use/commercial development and revitalization of underutilized or unattractive sites on Winchester Boulevard*

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
B1 Page: 106	Amend the General Plan and zoning of single-family residential lots on the east side of Winchester Blvd. (between Greentree Way and Payne Avenue and from Williams Road to Neal Avenue) to allow mixed use for commercial, office and/or higher density residential development	Top Priority Action	Short	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Planning Divisions)</li> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <b>Council Office</b></li> <li>▪ Private Developers</li> <li>▪ PRNS</li> <li>▪ RDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ Private Funds</li> </ul>
B2	Encourage mixed use/high density development along Winchester Boulevard	Medium Priority	Medium	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Planning Divisions)</li> <li>▪ RDA</li> <li>▪ PRNS</li> <li>▪ Nbhd. Assoc.</li> <li>▪ Private Developers</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ RDA</li> <li>▪ Private Funds</li> </ul>
	a. Rezone properties to allow adequate setbacks for mixed uses on Winchester Boulevard		Medium	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Implement.)</li> <li>▪ <b>Private Developers</b></li> <li>▪ Property Owners</li> <li>▪ Nbhd. Assoc.</li> <li>▪ RDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ RDA</li> <li>▪ Private Funds</li> </ul>
	b. Develop revitalization prototype analyses for underutilized sites		Short	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ Community Members</li> <li>▪ Nbhd. Assoc.</li> <li>▪ <b>PBCE</b> (Planning Divisions)</li> <li>▪ PRNS</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> <li>▪ Private Funds</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>B2</b> cont'd	c. Explore appropriate lot reconfigurations/consolidations to encourage high intensity mixed use development		Short	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>PBCE (Planning Divisions)</b></li> <li>▪ <b>Community Members</b></li> <li>▪ <b>PRNS</b></li> </ul>	▪ EAND	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> </ul>
<b>B3</b>	Attract neighborhood-serving businesses into the Winchester area (e.g., cafes, bookstores, bagel shops, etc.)	Medium Priority	Medium	<ul style="list-style-type: none"> <li>▪ <b>OED</b></li> <li>▪ <b>Private Developers</b></li> <li>▪ <i>Bus. Assoc.</i></li> <li>▪ <b>RDA</b></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	▪ EAND	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ RDA</li> <li>▪ Private Funds</li> </ul>
	a. Employ measures to retain neighborhood-oriented businesses that meet the needs of Winchester residents.		Medium	<ul style="list-style-type: none"> <li>▪ <b>OED</b></li> <li>▪ <b>Private Developers</b></li> <li>▪ <b>RDA</b></li> <li>▪ <i>Bus. Assoc.</i></li> </ul>	▪	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ RDA</li> <li>▪ Private Funds</li> </ul>
	b. Identify vacant and underutilized sites for new businesses		Medium	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>OED</b></li> <li>▪ <i>Bus. Assoc.</i></li> <li>▪ <b>PBCE (Planning Divisions)</b></li> </ul>	▪ EAND	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> </ul>
<b>B4</b>	Develop a business improvement strategy for Winchester Boulevard	Medium Priority	Short	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>OED</b></li> <li>▪ <i>Bus. Assoc.</i></li> </ul>	▪ EAND	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> <li>▪ Private Funds</li> <li>▪ OED</li> </ul>
	a. Hold workshops with Business Association to identify a desired character for the boulevard		Short	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>PRNS</b></li> <li>▪ <i>Bus. Assoc.</i></li> </ul>	▪ EAND	▪ RDA
	b. Create an action program for business development and retention		Short	<ul style="list-style-type: none"> <li>▪ <b>OED</b></li> <li>▪ <b>RDA</b></li> <li>▪ <i>Bus. Assoc.</i></li> </ul>	▪ EAND	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ RDA</li> </ul>
<b>B5</b>	Develop façade improvement programs and incentives	Medium Priority	Short	▪ <b>RDA</b>	▪ EAND	▪ RDA

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
B6	Research the economic feasibility of building a parking garage	Low Priority	Medium-Long	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ OED</li> <li>▪ Bus. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> </ul>

**C. GOAL: IMPROVE CIRCULATION/TRANSPORTATION/PARKING***APPROACH: Provide efficient circulation, parking and public transportation in the Winchester neighborhood.*

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
CI Page: 70	Design and implement Winchester Blvd. improvements	Top Priority Action	Immediate-Long	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ RDA</li> <li>▪ DPW</li> <li>▪ Bus. Assoc.</li> <li>▪ Council Office</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ CIP</li> <li>▪ TDA Grants</li> <li>▪ Traffic Capitol Program</li> </ul>
	a. Create more consistent lane configurations to ease back-ups and confusion caused by merging traffic		Medium	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ DPW</li> <li>▪ Developers/Property Owners</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ Private Funds</li> </ul>
	b. Purchase right-of-way where necessary to complete ultimate roadway and pedestrian configuration		Medium	<ul style="list-style-type: none"> <li>▪ <b>DPW</b></li> <li>▪ DOT</li> <li>▪ Developers/Property Owners</li> <li>▪ RDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ RDA</li> <li>▪ Private Funding</li> </ul>
	c. Review signal timing where possible along Winchester Blvd. and complete West Corridor Silicon Valley Intelligent Transportation System project		Immediate	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ DPW</li> <li>▪ RDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> <li>▪ Traffic Capitol Program</li> <li>▪ TDA Grants</li> </ul>
	d. Conduct periodic traffic studies to ensure adequate level-of-service as development occurs		Short	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ DPW</li> <li>▪ RDA</li> <li>▪ Developers</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> <li>▪ Traffic Capitol Program</li> <li>▪ TDA Grants</li> </ul>
	e. Install curbs, gutters, and sidewalks at David Ave., Fireside Dr., Greentree Way, Fruitdale Ave., Riddle Rd., Boynton Ave. and Payne Ave.		Medium	<ul style="list-style-type: none"> <li>▪ <b>DPW</b></li> <li>▪ DOT</li> <li>▪ Property Owners</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ CDBG</li> <li>▪ TDA Grants</li> <li>▪ Traffic Control Program</li> <li>▪ Private Funding</li> </ul>
	f. Establish ongoing sidewalk maintenance schedule and publicize the City's sidewalk repair program to encourage homeowners to repair deteriorating sidewalks in front of their properties		Immediate	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ RDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sidewalk Grant Program</li> <li>▪ RDA</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<i>CI cont'd</i>	g. Widen sidewalks where possible in conjunction with the City's new pedestrian design guidelines		Medium	<ul style="list-style-type: none"> <li>▪ <b>DPW</b></li> <li>▪ <b>RDA</b></li> <li>▪ <i>Property Owners</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Ts</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>CIP</b></li> <li>▪ Private Funds</li> </ul>
	h. Initiate a community planning process with DOT to develop an action plan for implementing median improvements between Moorpark and Hamilton Avenues		Short	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <i>DPW</i></li> <li>▪ <b>RDA</b></li> <li>▪ <i>Bus. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>TS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>CIP</b></li> </ul>
	i. Install highly visible, aesthetically pleasing crosswalks at Moorpark Ave., Williams Rd., Payne Ave., and Hamilton Ave. (Also under C2 and G3)		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <b>RDA</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>TS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>TDA Grants</b></li> <li>▪ <b>Traffic Capitol Program</b></li> <li>▪ <b>RDA</b></li> <li>▪ <b>CIP</b></li> </ul>
	j. Consolidate driveway entrances/curbcuts		Short	<ul style="list-style-type: none"> <li>▪ <b>Private Developers</b></li> <li>▪ <b>Property Owners</b></li> <li>▪ <i>DOT</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>TS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>CIP</b></li> <li>▪ <b>TDA Grants</b></li> <li>▪ <b>Traffic Capitol Program</b></li> <li>▪ <b>Private Funds</b></li> </ul>
	k. Develop landscape plans for planters between curbs and sidewalks between Moorpark Ave. and Hamilton Ave.		Short	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <b>Property Owners</b></li> <li>▪ <i>DPW</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>TS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Private Funding</b></li> <li>▪ <b>Our City Forest</b></li> </ul>
	l. Complete traffic analysis and install traffic signals at Magliocco Drive and at Fireside Drive at Winchester Blvd.		Short <i>Already Initiated</i>	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <i>DPW</i></li> <li>▪ <i>Private Developers</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>TS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>CIP</b></li> <li>▪ <b>TDA Grants</b></li> <li>▪ <b>Traffic Capital Program</b></li> <li>▪ <b>Private Funds</b></li> </ul>
	m. Integrate sheltered areas, seating, lighting, newspaper vending machines, and trash receptacles at bus stops between Moorpark Ave. and Hamilton Ave.		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>VTA</b></li> <li>▪ <i>DOT</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>TS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>VTA Funds</b></li> <li>▪ <b>RDA</b></li> </ul>
	n. Install gateway features at Moorpark Ave. Williams Rd., Payne Ave. and Hamilton Ave.		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <i>DOT</i></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>TS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>CAP Grants</b></li> <li>▪ <b>CIP</b></li> </ul>

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
C2 Page: 74	Design/install permanent traffic calming devices along Eden Avenue	Top Priority Action	Immediate-Medium	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ DPW</li> <li>▪ RDA</li> <li>▪ Fire Dept.</li> <li>▪ Council Dist. I</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ Council Dist. I</li> </ul>
	a. Install temporary pilot traffic calming devices on Eden Ave. and assess impacts		Immediate January 2002 Duration: 90 days – 6 months <b>Already Initiated</b>	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ DPW</li> <li>▪ RDA</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ RDA</li> </ul>
	b. Install traffic circles at Eden Ave. intersections: Lynn Oaks Drive/ Garnet Drive, Finch Drive/Yuba Avenue and at Cadillac Drive		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ DPW</li> <li>▪ RDA</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ TDA Grants</li> <li>▪ Traffic Capitol Program</li> <li>▪ RDA</li> </ul>
	c. Install enhanced crosswalks at Moorpark, Williams, Payne, Hamilton and at Rosemary Lane near Rosemary School (Also under C1 and G3)		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ RDA</li> <li>▪ DPW</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ TDA Grants</li> <li>▪ CIP</li> <li>▪ Traffic Capitol Program</li> <li>▪ RDA</li> </ul>
	d. Install uplighted crosswalks at Eden Avenue and Williams Road		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ RDA</li> <li>▪ DPW</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ TDA Grants</li> <li>▪ Traffic Control Program</li> <li>▪ RDA</li> </ul>
	e. Install chokers with landscaping north of the Garnet/Lynn Oaks intersection and north of the Finch/Yuba intersection, and a choker island between Payne and Loma Verde		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ DPW</li> <li>▪ RDA</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ TDA Grants</li> <li>▪ Traffic Capitol Program</li> <li>▪ RDA</li> </ul>
	f. Install curbs, sidewalks and related infrastructure as funding becomes available		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ Private Developers</li> <li>▪ DPW</li> <li>▪ RDA</li> <li>▪ Property Owners</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ CDBG</li> <li>▪ TDA Grants</li> <li>▪ CIP</li> <li>▪ Private Funds</li> </ul>



	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
C2 cont'd	g. Develop a chicane between Payne and Moorpark		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ DPW</li> <li>▪ RDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ TDA Grants</li> <li>▪ Traffic Capitol Program</li> <li>▪ RDA</li> </ul>
	h. Integrate street trees and other landscaping into street improvements		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ DPW</li> <li>▪ RDA</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ RDA</li> <li>▪ Our City Forest</li> </ul>
	i. Install neighborhood gateway monuments at Moorpark, Williams, Payne and Hamilton		Short	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ DOT</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ CIP</li> <li>▪ CAP Grants</li> </ul>
	j. Conduct crossing guard study near Rosemary School (for high-peak hours)		Immediate	<ul style="list-style-type: none"> <li>▪ Police</li> <li>▪ DOT</li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	k. Erect truck prohibition signs		Immediate	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	l. Consider reducing the speed limit where appropriate		Immediate	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ Police</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ TDA Grants</li> </ul>
	m. Improve enforcement of traffic regulations/speeding through existing police programs, such as Neighborhood Automated Speed Compliance Program (NASCOPI)		Immediate	<ul style="list-style-type: none"> <li>▪ Police</li> <li>▪ DOT</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
C3 Page: 91	Conduct traffic studies focused on the reduction of cut-through traffic and speeding on residential streets; explore and mitigate neighborhood-wide impacts	Top Priority Action	Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ PRNS</li> <li>▪ DPW</li> <li>▪ Nbhd. Assoc.</li> <li>▪ Police</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ TDA Grants</li> </ul>
	a. Examine impacts of traffic calming devices at key locations		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ TDA Grants</li> </ul>
	b. Install temporary traffic calming devices where necessary		Short	<ul style="list-style-type: none"> <li>▪ DOT</li> <li>▪ RDA</li> <li>▪ Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ TDA Grants</li> <li>▪ RDA</li> <li>▪ CIP</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>C3</b> <i>cont'd</i>	c. Design and install permanent traffic calming devices as necessary		Medium	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <i>RDA</i></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ TDA Grants</li> <li>▪ Traffic Capitol Program</li> <li>▪ RDA</li> </ul>
	d. Improve enforcement of traffic regulations/speeding through existing police programs, such as NASCOP		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Police</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	e. Reduce speed limit where appropriate		Immediate	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <i>Police</i></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ TDA Grants</li> </ul>
	f. Invite all affected residents and neighborhood associations to participate in traffic calming planning		Immediate	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <i>Police</i></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ TDA Grants</li> </ul>
<b>C4</b>	Reduce parking congestion	Medium Priority	Long	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Planning Divisions and Code Enforcement)</li> <li>▪ <b>Police</b></li> <li>▪ <i>DOT</i></li> <li>▪ <i>RDA</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ Private Funding</li> <li>▪ CDBG</li> </ul>
	a. Ensure adequate parking and appropriate design for multi-family developments		Long	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Planning Divisions)</li> <li>▪ <i>Private Developers</i></li> <li>▪ <i>Property Owners</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ Private Funding</li> </ul>
	b. Improve enforcement of traffic regulations and code enforcement for parking violations		Immediate	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> <li>▪ <b>Police</b></li> <li>▪ <i>DOT</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>C4</b> <i>cont'd</i>	c. Investigate the viability of a residential parking permit program in selected areas (such as on Cadillac, Williamsburg, and Eden south of Payne)		Medium	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <i>PRNS</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	d. Amend the City's parking standards/ratios to better accommodate Winchester residents' parking needs		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Planning Divisions)</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	e. Enforce residential occupant limits		Medium-Long	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> <li>▪ <i>Property Owners/Managers</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	f. Install "no parking" signs where warranted to improve visibility and safety		Immediate	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <i>Police</i></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ TDA Grants</li> </ul>
	g. Research the economic feasibility of building a parking garage	Low Priority	Medium-Long	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <i>OED</i></li> <li>▪ <i>Private Developers</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> <li>▪ Private Funds</li> </ul>
<b>C5</b>	Improve access and efficiency of public transportation services	Low Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>VTA</b></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ County Transit</li> </ul>	<ul style="list-style-type: none"> <li>▪ VTA Funds</li> </ul>
	a. Provide transportation for children attending public schools out of the area		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>School Districts</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ School Dist.</li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> </ul>
	b. Initiate an express bus route (down Winchester, from Stevens Crk. Blvd. South to Campbell and Los Gatos)		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>VTA</b></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ County Transit</li> </ul>	<ul style="list-style-type: none"> <li>▪ VTA Funds</li> </ul>
	c. Provide neighborhood shuttle along Winchester Boulevard from Valley Fair to the future Campbell light rail station		Medium	<ul style="list-style-type: none"> <li>▪ <b>VTA</b></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ County Transit</li> </ul>	<ul style="list-style-type: none"> <li>▪ VTA Funds</li> </ul>
	d. Coordinate bus schedules with other transit providers such as Caltrain, Santa Cruz transit, SamTrans, etc.		Short/Ongoing	<ul style="list-style-type: none"> <li>▪ <b>VTA</b></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ County Transit</li> </ul>	<ul style="list-style-type: none"> <li>▪ VTA Funds</li> </ul>

**D. GOAL: PROVIDE COMMUNITY FACILITIES**

**APPROACH:** Ensure convenient access to quality facilities that accommodate community gathering for social events, seminars, educational events, recreation, and neighborhood meetings.

	Strategy/Action	Priority	Time Frame Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	Lead Responsibility & Other Partners	City Service Areas	Potential Funding Sources
DI Page: 85	Identify a location for the West Side Branch Library	Top Priority Action	Short	<ul style="list-style-type: none"> <li>Library</li> <li>RDA</li> <li>PRNS</li> <li>DPW</li> <li>PBCE</li> <li>Nbhd. Assoc.</li> <li>Council Office</li> <li>Friends of Library</li> </ul>	<ul style="list-style-type: none"> <li>RAC</li> </ul>	<ul style="list-style-type: none"> <li>Measure "O" Library Bond</li> <li>City Budget</li> <li>RDA</li> </ul>
	a. Pursue possibilities including a new library in a mixed-use development with businesses and other possible partnerships		Short	<ul style="list-style-type: none"> <li>Library</li> <li>Private Developers</li> <li>RDA</li> <li>OED</li> <li>Nbhd. Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>RAC</li> </ul>	<ul style="list-style-type: none"> <li>Measure "O" Library Bond</li> <li>City Budget</li> <li>RDA</li> <li>Private Funds</li> </ul>
	b. Explore opportunities for acquiring underutilized commercial sites		Short	<ul style="list-style-type: none"> <li>Library</li> <li>Private Developers</li> <li>RDA</li> <li>OED</li> </ul>	<ul style="list-style-type: none"> <li>RAC</li> </ul>	<ul style="list-style-type: none"> <li>Measure "O" Library Bond</li> <li>City Budget</li> <li>RDA</li> <li>Private Funds</li> </ul>
	c. Investigate potential opportunity sites such as Winchester Blvd. and Williams Rd. and at southwest corner of Winchester Blvd. and Moorpark Ave.		Short	<ul style="list-style-type: none"> <li>Library</li> <li>RDA</li> <li>OED</li> <li>PBCE (Planning Divisions)</li> </ul>	<ul style="list-style-type: none"> <li>RAC</li> </ul>	<ul style="list-style-type: none"> <li>Measure "O" Library Bond</li> <li>City Budget</li> <li>RDA</li> </ul>
	d. Initiate discussions with property owners		Short	<ul style="list-style-type: none"> <li>DPW (Real Estate Division)</li> <li>Library</li> <li>Private Developers</li> <li>OED</li> <li>RDA</li> </ul>	<ul style="list-style-type: none"> <li>RAC</li> </ul>	<ul style="list-style-type: none"> <li>Measure "O" Library Bond</li> <li>City Budget</li> <li>RDA</li> <li>Private Funds</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
D2 Page: 101	Develop a community center/sports complex at Monroe Middle School or Primary Plus in cooperation with school districts (Campbell Union School District or Moreland School District)	Top Priority Action	Long	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <b>School Districts</b></li> <li>▪ <b>City Council</b></li> <li>▪ <i>DPW (Admin. Division)</i></li> <li>▪ <i>RDA</i></li> <li>▪ <i>Private Orgs.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CIP</li> <li>▪ School Districts</li> <li>▪ RDA</li> <li>▪ CDBG</li> </ul>
	a. City Council to initiate discussions with School Districts for potential development of a joint-use recreational facility		<b>Short</b>	<ul style="list-style-type: none"> <li>▪ <b>City Council</b></li> <li>▪ <b>PRNS</b></li> <li>▪ <i>DPW</i></li> <li>▪ <i>RDA</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ City Budget</li> <li>▪ RDA</li> </ul>
	b. School District and City Staff negotiate a joint-use agreement		Short	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <b>School Districts</b></li> <li>▪ <i>RDA</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ City Budget</li> <li>▪ RDA</li> </ul>
	c. School District and City Staff apply for funding from appropriate grant sources		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>School Districts</i></li> <li>▪ <i>RDA</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ CDBG</li> <li>▪ CIP</li> <li>▪ RDA</li> </ul>
	d. Develop a building program, complete design documents, and construct the facility. Ensure that the community is well-informed and involved in the process		Long	<ul style="list-style-type: none"> <li>▪ <b>DPW</b></li> <li>▪ <b>PRNS</b></li> <li>▪ <i>School Districts</i></li> <li>▪ <i>RDA</i></li> <li>▪ <i>PBCE (Planning Divisions)</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CIP</li> <li>▪ CDBG</li> <li>▪ RDA</li> </ul>
	e. Fund and staff recreational programs		Long	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>Nbhd. Assoc.</i></li> <li>▪ <i>Private Foundations</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ Private Funds</li> </ul>

**E. GOAL: ACQUIRE PARKS/OPEN SPACE**

*APPROACH: Provide plenty of open spaces and parks for recreation, play and enjoying the outdoors.*

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
EI Page: 82	Initiate cooperative agreements for joint-use of school or church grounds for community parks and recreational use	Top Priority Action	Short-Long	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b> (Rec. &amp; Community Services)</li> <li>▪ <b>Council Office</b></li> <li>▪ <i>School Districts</i></li> <li>▪ <i>DPW</i></li> <li>▪ <i>RDA</i></li> <li>▪ <i>Faith Community</i></li> <li>▪ <i>Nbhd. Orgs.</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ City Budget</li> <li>▪ RDA</li> <li>▪ School Districts</li> </ul>
	a. Investigate possibility of cooperative agreements for shared recreational spaces at: Primary Plus School, Monroe Middle School, Lynhaven Elementary School, Castlemont Elementary School, Rosemary Elementary School and local churches, such as the Church of the Nazarene		Short	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>RDA</i></li> <li>▪ <i>PBCE (Planning Divisions)</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ RDA</li> </ul>
	b. City Council to initiate discussions with School Districts and/or faith-based groups for potential development of shared park space		Short	<ul style="list-style-type: none"> <li>▪ <b>City Council</b></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>School Districts</i></li> <li>▪ <i>Faith Community</i></li> </ul>	▪ RAC	▪ City Budget
	c. School District or faith-based group and City Staff negotiate a joint-use agreement		Short	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>School Districts</b></li> <li>▪ <i>Faith Community</i></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>PBCE (Planning Divisions)</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ RDA</li> </ul>



	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<i>E1</i> <i>cont'd</i>	d. School District or faith-based group and City Staff apply for funding from appropriate funds of grant programs		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <b>PRNS</b></li> <li>▪ <i>School Districts</i></li> <li>▪ <i>Faith Community</i></li> <li>▪ <i>PBCE (Planning Divisions)</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ RDA</li> <li>▪ CDBG</li> </ul>
	e. Develop improvement plans for playgrounds and sports fields with maximum community participation		Medium	<ul style="list-style-type: none"> <li>▪ <b>DPW</b> (Architectural Engineering Division)</li> <li>▪ <b>RDA</b></li> <li>▪ <i>PBCE (Planning Divisions)</i></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ CDBG</li> <li>▪ RDA</li> <li>▪ CIP</li> <li>▪ City Budget</li> </ul>
	f. Construct improvements		Medium	<ul style="list-style-type: none"> <li>▪ <b>DPW</b></li> <li>▪ <i>RDA</i></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ CDBG</li> <li>▪ CIP</li> <li>▪ RDA</li> <li>▪ City Budget</li> </ul>
	g. Fund and staff recreational programs		Medium	▪ <b>PRNS</b>	▪ RAC	▪ City Budget
E2	Integrate open space into West Side Branch Library	Low Priority	Medium	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>DPW (Admin. Division)</i></li> <li>▪ <i>Library</i></li> <li>▪ <i>Private Developers</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ CDBG</li> <li>▪ CIP</li> <li>▪ City Budget</li> <li>▪ Private Funds</li> </ul>
E3	Create skateboard parks	Low Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>RDA</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CIP</li> <li>▪ RDA</li> <li>▪ CDBG</li> </ul>
E4	Relocate liquor store at Cadillac and Winchester for potential pocket park	Low Priority	Long	<ul style="list-style-type: none"> <li>▪ <b>RDA</b></li> <li>▪ <i>PRNS</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ RDA</li> <li>▪ City Budget</li> <li>▪ CDBG</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
E5	Develop dog parks for the neighborhood	Low Priority	Long	▪ <b>PRNS</b>	▪ RAC	<ul style="list-style-type: none"> <li>▪ CIP</li> <li>▪ CDBG</li> <li>▪ City Budget</li> </ul>

**F. GOAL: IMPROVE COMMUNITY PROGRAMS***APPROACH: Improve recreational and educational programs for all ages.*

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>F1</b> Page: 79	Seek additional funding for “Even Start” family literacy program	Top Priority Action	Immediate-Short	<ul style="list-style-type: none"> <li>▪ <b>Even Start</b></li> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <b>PRNS</b></li> <li>▪ <i>School Districts</i></li> <li>▪ <i>Schools/City Collab.</i></li> <li>▪ <i>Council Office</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> <li>▪ Private Funding</li> <li>▪ Non-Profit Funding</li> <li>▪ Healthy Nbhd.Venture Funds</li> </ul>
	a. Support collaboration between the City, neighborhood associations and interested community members to apply for funding		Immediate	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ Private Funding</li> </ul>
	b. City to draft letters of support and assist community members who can take a lead role in assembling grant applications		Immediate	▪ <b>PRNS</b>	▪ RAC	▪ City Budget
	c. Apply for grants in coordination with funding cycles		Short	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> <li>▪ Private Funding</li> <li>▪ Non-Profit Funding</li> <li>▪ Healthy Nbhd.Venture Funds</li> </ul>
	d. Seek public grants and private contributions that aim to support the type of services offered through <i>Even Start</i>		Short	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Private Funding</li> <li>▪ Non-profit Funding</li> </ul>
	e. Build partnerships with non-profit organizations		Short	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Private Funding</li> <li>▪ Non-profit Funding</li> </ul>
<b>F2</b>	Enhance skill-building/job training for adults	Medium Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Even Start</b></li> <li>▪ <i>Other Non-Profits</i></li> <li>▪ <b>PRNS</b></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> <li>▪ Private Funding</li> <li>▪ Non-profit Funding</li> <li>▪ City Budget</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<i>F2</i> <i>cont'd</i>	a. Provide additional ESL classes		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Even Start</b></li> <li>▪ <i>Other Non-Profits</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> <li>▪ Non-profit Funding</li> </ul>
	b. Offer multi-lingual videos to supplement courses		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Even Start</b></li> <li>▪ <i>Other Non-Profits</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> <li>▪ Non-profit Funding</li> </ul>
	c. Offer more computer classes/technical training		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Even Start</b></li> <li>▪ <i>Other Non-Profits</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> <li>▪ Non-profit Funding</li> </ul>
	d. Create a career guidance program		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Even Start</b></li> <li>▪ <i>Other Non-Profits</i></li> <li>▪ <i>PRNS</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> <li>▪ Non-profit Funding</li> </ul>
F3	Improve parenting and childcare programs and services	Medium Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Even Start</b></li> <li>▪ <i>Other Non-Profits</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> <li>▪ Non-profit Funding</li> </ul>
	a. Offer affordable childcare for a range of incomes		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Even Start</b></li> <li>▪ <i>Other Non-Profits</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ Grants: Federal, State, Local</li> </ul>
F4	Establish and enhance after-school programs such as SAGE for children and teens	Medium Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>School Districts</b></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>Non-Profits Orgs.</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CDBG</li> <li>▪ Private Funding</li> </ul>
	a. Expand after school programs and recreational activities		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>Non-Profit Orgs.</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> </ul>
	b. Offer more art programs		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>Non-Profit Orgs.</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CDBG</li> <li>▪ Private/Non-Profit Funding</li> </ul>
F5	Develop a mentoring program for recent immigrants/new residents (Also under I3)	Medium	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Non-Profit Orgs.</b></li> <li>▪ <i>Religious Orgs.</i></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	▪ RAC	<ul style="list-style-type: none"> <li>▪ CDBG</li> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>F5</b> <i>cont'd</i>	a. Identify neighborhood mentors and mentees		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Non-Profit Orgs.</b></li> <li>▪ <i>PRNS</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CDBG</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	b. Provide information about tenant rights and responsibilities, first-time home buying, educational and medical services and community resources		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Housing</b></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>PBCE (Code Enforcement)</i></li> <li>▪ <i>Community Groups</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ City Budget</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	c. Identify neighborhood mentors and mentees		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Non-Profit Orgs.</b></li> <li>▪ <i>PRNS</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CDBG</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	d. Provide information about tenant rights and responsibilities, first-time home buying, educational and medical services and community resources		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Housing</b></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>PBCE (Code Enforcement)</i></li> <li>▪ <i>Community Groups</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ City Budget</li> <li>▪ Private/Non-Profit Funding</li> </ul>
<b>F6</b>	Improve outreach for existing programs and services	Medium Priority	Immediate	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	a. Widely distribute the "Troubleshooter" inventory of City programs and services (Also under I4)		Immediate/ Ongoing <b>Already Initiated</b>	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>Nbhd. Assoc.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	b. Publicize the on-line Troubleshooter Guide		Immediate	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	c. Encourage City staff and neighborhood organizations to present details of programs to the community at neighborhood meetings		Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
<b>F7</b>	Make programs accessible for those who do not own cars or who do not drive	Medium Priority	Short	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>F7</b> <i>cont'd</i>	a. Negotiate agreements with facilities within the Winchester neighborhood to host programs in convenient locations		Short	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>School Districts</i></li> <li>▪ <i>Faith Community</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	b. Provide special transit services in the Winchester area to make programs more accessible		Short	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
<b>F8</b>	Provide funding for lunch programs and school supplies	Low Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>School Districts</b></li> <li>▪ <i>Non-Profit Orgs.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> </ul>	<ul style="list-style-type: none"> <li>▪ School Districts</li> <li>▪ Private/Non-Profit Funding</li> </ul>
<b>F9</b>	Increase computer and internet access for the community	Low Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Library</b></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>Non-Profit Orgs.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ Non-Profit Funding</li> </ul>
<b>F10</b>	Improve and expand existing landlord/tenant communication programs	Low Priority	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> <li>▪ <i>PRNS</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ City Budget</li> </ul>



**G. GOAL: ENHANCE SAFETY AND SECURITY**

**APPROACH:** Make the Winchester area a safe place to live and work for families and visitors.

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>G1</b> Page: 94	Remove the phone booth outside the F & W liquor store on Winchester Blvd. at 3127 Williamsburg Drive	Top Priority Action	Immediate <i>Completed</i>	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> <li>▪ <b>Council Office</b></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>Property Owners</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAND</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	a. Notify property owner of the community's concern regarding the phone booth and the City's intention to remove phone booth		Immediate <i>Already Initiated</i>	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> <li>▪ <i>Council Office</i></li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	b. Work with the property owner to plan for removal or relocation of the phone booth consistent with the municipal code		Immediate	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> <li>▪ <i>Council Office</i></li> </ul>	<ul style="list-style-type: none"> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
<b>G2</b> Page: 108	Increase police presence throughout the Winchester area	Top Priority Action	Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Police</b></li> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>Residents</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ State Grants</li> <li>▪ Federal Grants</li> </ul>
	a. Improve outreach and communication between police department and neighborhood community organizations by mailing literature describing programs and by widely distributing the <i>Neighborhood Troubleshooter Guide</i>		Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>Police</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> </ul>
	b. Encourage police stations, sub-stations, or drop-in offices to locate in the area		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Police</b></li> <li>▪ <i>PRNS</i></li> <li>▪ <i>Council Office</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> </ul>
	c. Identify neighborhood point-person/officer(s) from the police department for the Winchester area		Short	<ul style="list-style-type: none"> <li>▪ <b>Police</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>G2</b> cont'd	d. Organize crime prevention presentations by police officers to neighborhood organizations and school groups. Promote existing crime prevention programs to the community through speaking engagements		Immediate/ Ongoing	▪ <b>PRNS</b> ▪ <i>Police</i>	▪ PSS	▪ CAP Grants
	e. Maintain ongoing commitment by traffic enforcement units to enforce existing traffic laws and cut down on speeding		Immediate/ Ongoing	▪ <b>Police</b>	▪ PSS	▪
<b>G3</b> Page: 74	Install enhanced crosswalks on Winchester Blvd. and Eden Avenue at Moorpark, Williams, Payne and Hamilton (Also under C1 and C2)	Top Priority Action	Short-Medium	▪ <b>DOT</b> ▪ <i>DPW</i> ▪ <i>Council Office</i> ▪ <i>RDA</i>	▪ TS	▪ TDA Grants ▪ Traffic Calming Program ▪ CIP ▪ RDA
<b>G4</b>	Identify street lighting deficiencies and install new neighborhood street lighting to make areas more conducive to police surveillance and monitoring by neighborhood residents (Also under A4)	Medium Priority	Short-Medium	▪ <b>DPW</b> ▪ <i>DOT</i> ▪ <i>PRNS</i> ▪ <i>Nbhd. Groups</i>	▪ EAUS	▪ CAP Grants ▪ CDBG ▪ City Budget ▪ CIP
<b>G5</b>	Improve neighborhood crime prevention	Medium Priority	Short/Ongoing	▪ <b>Police</b> ▪ <i>PRNS</i> ▪ <i>Nbhd. Groups</i>	▪ RAC	▪ CAP Grants
	a. Recruit volunteers for the Neighborhood Action program, to monitor public nuisances and drug or gang-related activity		Short/Ongoing	▪ <b>PRNS</b> ▪ <i>Community Members</i>	▪ RAC	▪ CAP Grants
	b. Recruit volunteers for the anti-graffiti program (for removing graffiti from the public right-of-way)		Short/Ongoing	▪ <b>PRNS</b> ▪ <i>Community Members</i>	▪ RAC	▪ CAP Grants ▪ 2001/2002 Approved Mayor's Budget ▪ City Budget
	c. Encourage residential and commercial property owners to remove graffiti from their property in a timely manner		Immediate/ Ongoing	▪ <b>Community Members</b>	▪	▪ CAP Grants ▪ 2001/2002 Approved Mayor's Budget
	d. Report vandalism promptly to the police (call 311 to report non-emergency crimes)		Immediate	▪ <b>Community Members</b> ▪ <i>PRNS</i>	▪ RAC	▪ None Required

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<b>G5</b> <i>cont'd</i>	e. Encourage all citizens to promote "eyes on the streets" and look out for one another's well-being		Immediate	▪ <b>PRNS</b> ▪ <i>Police</i>	▪	▪ None Required
	f. Write a letter to Campbell School District requesting rehabilitation of the degraded alley behind Rosemary School (City of Campbell)		Immediate	▪ <b>West Side Community Members</b>	▪ PSS	▪ None Required
<b>G6</b>	Improve enforcement of traffic regulations/speeding through existing police programs, such as Neighborhood Automated Speed Compliance Program (NASCOB)	Medium Priority	Immediate	▪ <b>Police</b>	▪ PSS	▪ City Budget
<b>G7</b>	Survey and improve children's playgrounds to meet current safety standards	Low Priority	Short	▪ <b>PRNS</b>	▪ RAC	▪ City Budget ▪ CDBG
<b>G8</b>	Trim street trees to maintain clear sightline for drivers	Low Priority	Short	▪ <b>DOT</b> ▪ <i>Property Owners</i>	▪ TS	▪ City Budget ▪ Private Funding
<b>G9</b>	Provide constructive activities for youth through recreation and after school programs	Low Priority	Short-Medium	▪ <b>PRNS</b>	▪ RAC	▪ City Budget ▪ CDBG

**H. GOAL: ENCOURAGE NEIGHBORHOOD MAINTENANCE/STEWARDSHIP**

*APPROACH: Foster a sense of pride in the Winchester community, and encourage residents, business owners, property owners and City entities to contribute toward the stewardship of property, residences, businesses and public streets.*

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
HI Page: 98	Improve neighborhood clean-up efforts and maintenance of Winchester streets	Top Priority Action	Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> <li>▪ <b>PRNS</b></li> <li>▪ <b>DOT</b></li> <li>▪ <i>Nbhd. Assoc.</i></li> <li>▪ <i>Nbhd. Dev. Center</i></li> <li>▪ <i>Council Office</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council Office</li> <li>▪ Nbhd. Beautification Grants</li> <li>▪ CAP Grants</li> <li>▪ City Budget</li> </ul>
	a. Expand resources for community initiated clean-up events		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Dvpmnt. Center</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ Nbhd. Beautification Grants</li> </ul>
	b. Develop a collaborative mentor program for community leaders to teach neighborhood organizations how to apply for clean-up grants and how to organize a neighborhood clean-up event		Short	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	c. Increase "dumpster/bin days" in the neighborhood		Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>Council Office</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2001/2002 Approved Mayor's Budget</li> <li>▪ Nbhd. Beautification Grants</li> <li>▪ City Budget</li> </ul>
	d. Coordinate garbage pick-up and street-sweeping schedules so that they do not conflict with one another		Immediate <i>Already Initiated</i>	<ul style="list-style-type: none"> <li>▪ <b>ESD</b></li> <li>▪ <b>DOT</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	e. Erect additional street-sweeping parking regulation signs		Immediate <i>Already Initiated</i>	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ TDA Grants</li> <li>▪ City Budget</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
<i>H1 cont'd</i>	f. Resurface deteriorating Winchester streets		Immediate/ Ongoing <b>Already Initiated</b>	<ul style="list-style-type: none"> <li>▪ <b>DPW</b></li> <li>▪ DOT</li> <li>▪ RDA</li> </ul>	<ul style="list-style-type: none"> <li>▪ TS</li> </ul>	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ CIP</li> <li>▪ State &amp; Federal Transportation Grants</li> </ul>
	g. Consolidate dumpster garbage collection so that there are not dumpsters on Winchester streets every day		Immediate	<ul style="list-style-type: none"> <li>▪ <b>ESD</b></li> <li>▪ PRNS</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> </ul>	<ul style="list-style-type: none"> <li>▪ None Required</li> </ul>
	h. Provide an option for larger landscape bins for recycling green waste		Immediate	<ul style="list-style-type: none"> <li>▪ <b>ESD</b></li> <li>▪ Green Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
<i>H2 Page: 104</i>	Strengthen code enforcement for sub-standard properties	Top Priority Action	Short	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> <li>▪ Housing</li> <li>▪ PRNS</li> <li>▪ Nbhd. Assoc.</li> <li>▪ RDA</li> <li>▪ Police</li> <li>▪ City Attorney</li> <li>▪ Residents</li> <li>▪ Tri-City Apt. Owners Assoc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CDBG</li> </ul>
	a. Add code enforcement/driveway team inspectors for SNI areas		Immediate/ Fall 2001 <b>Already Initiated</b>	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CDBG</li> </ul>
	b. Take enforcement action utilizing the new blight ordinance (June 2001) that applies to duplexes and multi-family housing		Immediate/ Fall 2001 <b>Already Initiated</b>	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>
	c. Encourage tenants to report problems first to property owner, then to Code Enforcement (if the issue is not resolved) for a "Complaint" Inspection		Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Orgs.</b></li> <li>▪ Community Members</li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ None Required</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
H3	Encourage property owners to take an active part in caring for their properties	Medium Priority	Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>PRNS</b></li> <li>▪ <i>Community Members</i></li> <li>▪ <i>Nbhd. Orgs.</i></li> </ul>	▪ PSS	▪ None Required
	a. Expand boundaries of property owners' associations or establish new property owners' associations in areas not currently covered by existing associations		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Orgs.</b></li> <li>▪ <i>PRNS</i></li> </ul>	▪ PSS	▪ None Required
	b. Recruit volunteers for the Neighborhood Action program to monitor blighted properties		Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Orgs.</b></li> <li>▪ <i>Community Members</i></li> </ul>	▪ PSS	▪ None Required
	c. Encourage residential and commercial property owners to remove graffiti from their property in a timely manner		Immediate	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> </ul>	▪ PSS	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ CDBG</li> </ul>
	d. Create incentives for home/property, building/exterior upgrades		Short-Medium	<ul style="list-style-type: none"> <li>▪ <b>Housing</b></li> <li>▪ <i>RDA</i></li> </ul>	▪ EAND	<ul style="list-style-type: none"> <li>▪ RDA</li> <li>▪ City Budget</li> </ul>
	e. Improve outreach and distribution of information for residential exterior paint grants (Also under A6)		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Housing</b></li> <li>▪ <i>RDA</i></li> </ul>	▪ EAND	<ul style="list-style-type: none"> <li>▪ Housing</li> <li>▪ RDA</li> </ul>
	f. Improve outreach and distribution of application packets for housing rehabilitation grants and loans (Also under A7)		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Housing</b></li> <li>▪ <i>RDA</i></li> </ul>	▪ EAND	<ul style="list-style-type: none"> <li>▪ Housing</li> <li>▪ RDA</li> </ul>
H4	Eliminate illegally parked vehicles in the neighborhood	Medium Priority	Short	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> </ul>	▪ PSS	▪ City Budget
	a. Add staffing to vehicle abatement program		Short	<ul style="list-style-type: none"> <li>▪ <b>PBCE</b> (Code Enforcement)</li> </ul>	▪ PSS	<ul style="list-style-type: none"> <li>▪ City Budget</li> <li>▪ CDBG</li> </ul>
	b. Encourage residents to call the vehicle abatement hotline (408-277-5305) to report illegally parked vehicles		Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	▪ PSS	▪ None Required
	c. Encourage residents to report vehicles parked on a lawn or unpaved surface (408-277-5307)		Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	▪ PSS	▪ None Required

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
H5	Encourage residents to report illegal waste dumping to the Dept. of Transportation (408-277-4373)		Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ PSS</li> </ul>	<ul style="list-style-type: none"> <li>▪ None Required</li> </ul>
H6	Improve maintenance of public landscaping and trim street trees	Low Priority	Short	<ul style="list-style-type: none"> <li>▪ <b>DOT</b></li> <li>▪ <i>Property Owners</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ EAUS</li> </ul>	<ul style="list-style-type: none"> <li>▪ City Budget</li> </ul>



**I. GOAL: BUILD A COHESIVE COMMUNITY**

**APPROACH:** *Build a community where neighbors know one another and where people of all backgrounds work together for positive change.*

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
I1	Coordinate more neighborhood social activities	Medium Priority	Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> <li>▪ <i>PRNS</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ City Budget</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	a. Organize block parties		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	b. Coordinate neighborhood yard sale days		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	c. Hold neighborhood holiday festivals and coordinate holiday decorations (such as Christmas lights and luminarias, Halloween decorations, and Fourth of July flag days)		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	d. Establish a "welcome wagon" program for newcomers		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>
I2	Encourage community involvement and organization	Medium Priority	Immediate/ Ongoing	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	a. Recruit volunteers to expand neighborhood associations to include all areas of the Winchester neighborhood		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>
	b. Establish a neighborhood-wide newsletter to be shared between neighborhood organizations		Immediate	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Community Members</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ Private/Non-Profit Funding</li> </ul>
I3	Establish a neighbor mentoring program for immigrants to help them learn about community resources (Also under F5)	Medium Priority	Short	<ul style="list-style-type: none"> <li>▪ <b>Nbhd. Assoc.</b></li> <li>▪ <i>Relig. Orgs.</i></li> <li>▪ <i>Non-Profit Orgs.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ RAC</li> </ul>	<ul style="list-style-type: none"> <li>▪ CAP Grants</li> <li>▪ CDBG</li> <li>▪ Private/Non-Profit Funding</li> </ul>

	<b>Strategy/Action</b>	<b>Priority</b>	<b>Time Frame</b> Immediate = 0-18 mos Short = 0-3 yrs Medium = 4-6 yrs Long = 7+ yrs	<b>Lead Responsibility &amp; Other Partners</b>	<b>City Service Areas</b>	<b>Potential Funding Sources</b>
I4	Improve communication between City and neighborhoods	Medium Priority	Immediate/ Ongoing	▪ <b>PRNS</b>	▪ RAC	▪ CAP Grants ▪ CDBG ▪ City Budget
	a. Widely distribute the “Troubleshooter” inventory of City programs and services (Also under F6)		Immediate/ Ongoing <i><b>Already Initiated</b></i>	▪ <b>PRNS</b>	▪ RAC	▪ CAP Grants ▪ CDBG ▪ City Budget
	b. Develop and distribute “Welcome to San José” booklet for new residents		Immediate	▪ <b>PRNS</b>	▪ RAC	▪ CAP Grants ▪ CDBG ▪ City Budget
	c. Install kiosks for displaying neighborhood information		Medium	▪ <b>RDA</b> ▪ <i>PRNS</i>	▪ RAC	▪ RDA ▪ CAP Grants ▪ CDBG ▪ City Budget

# Implementation

A well-defined program for implementation is essential to completing the priority actions of the Winchester Neighborhood Improvement Plan. The following section is an overall strategy for implementing the highest priority actions. These strategies and principles have proven to be the key ingredients to successful plans. However, they require a great deal of leadership and commitment from City departments and agencies, local businesses, as well as continuing involvement of community groups in responsibly guiding the Winchester Neighborhood Improvement Plan into the future.

The NAC has been the lead group in working with the community to develop the Neighborhood Improvement Plan. This committee has successfully created a vision for the community, and has developed priority actions, which will help to achieve the community's vision.

In the next stage of the project, Implementation, Winchester residents will form another neighborhood committee. This Plan Implementation Committee will have several primary responsibilities:

- Champion the implementation of Winchester's "top ten" priority actions, seek funding from the City and other funding sources, and ensure project completion;
- Provide input to the City for design and development of public projects;
- Act as an information liaison to the neighborhood on the status of projects in Winchester;
- Periodically review the action plan and reset priorities based on past accomplishments and existing conditions; and
- Coordinate with neighborhood associations, business associations, and the PAC on appropriate redevelopment projects within Winchester.

The City will facilitate procedures for formation of the committee, selection of the committee members, and the scheduling and conduct of regular meetings.

As part of the plan implementation process, the committee will adhere to the following guiding principles to help ensure the community's goals and objectives.

### **BUILD ON OUR STRENGTHS**

The Winchester neighborhood has many identified assets and strengths. Community strengths include dedicated residents, existing infrastructure and facilities, and neighborhood programs and services. The community must continue to support existing programs and projects, and build on these strengths as a step towards implementing priority actions.

### **DEVELOP A REALISTIC TIMEFRAME**

Not all of the actions contained in the Winchester Neighborhood Improvement Plan can (or should) happen immediately. The "Top Ten" Priority Actions offer a guide for staging Winchester neighborhood improvements.

### **IDENTIFY ROLES AND RESPONSIBILITIES**

The dedication, commitment, and accountability provided by a lead organization are key to successful implementation. The strategic action portion of this Plan identifies lead responsibility and partnerships. The Plan Implementation Committee will work with the responsible organizations to determine action steps and roles.

### **ESTABLISH MEASURABLE PERFORMANCE INDICATORS**

In order to determine whether or not an action has been completed, it is necessary to create measures of success. It is important that the community can objectively measure these indicators so that success of neighborhood improvements can not be left open to interpretation. Easily measured outcomes also provide concrete and realistic goals and objectives.

## **MONITOR AND EVALUATE ONGOING PROGRESS**

A neighborhood improvement plan is not static. Strategic planning is dynamic and can change as projects are completed and the community collectively identifies new directions. Over time, resources, opportunities, and new challenges will present themselves to the community.

Regular updates to the Winchester Neighborhood Improvement Plan are necessary to ensure continued progress towards achieving the community's vision. Periodic assessments of the plan help to identify barriers and to determine if "mid-course" corrections are needed, and also help to identify accomplishments. Demonstrated achievements can help to sustain or increase community support for the Plan.

The Neighborhood Improvement Plan provides a framework for improving the appearance, services and quality of life in Winchester and illustrates the commitment of community members and the City of San José essential to the successful implementation of the Plan. The Neighborhood Improvement Plan builds on previous and existing efforts in Winchester. There are several City departments sharing the main responsibility for overseeing the plan implementation.

The matrix on the previous pages illustrates the lead responsibilities and partners who will work together to ensure plan implementation. There are many City departments and agencies that share responsibility for ensuring successful plan implementation and community involvement. Following is a list of the main lead agencies and departments, with brief descriptions of their responsibilities.

- The Department of Parks, Recreation and Neighborhood Services (PRNS) is the lead City department responsible for overseeing plan implementation and will play a role in many of the "Top Ten" priority actions. Additionally, the PRNS will work with the Plan Implementation Committee to ensure continued community involvement and communication.

- The Department of Planning, Building, and Code Enforcement (PBCE) will be responsible for interpreting the Plan, and delivering Code Enforcement Services.
- The San José Redevelopment Agency (RDA) will provide funding and will oversee Plan implementation for redevelopment projects. The RDA is responsible for redevelopment activity within the Winchester neighborhood, including façade improvement programs, upgrades to transportation systems, and constructing new parks and other community facilities.
- Many of the "Top Ten" Priority Actions in Winchester are focused on transportation improvements. The Department of Transportation (DOT) is an integral part of ensuring implementation of these improvements. The DOT is responsible for many programs that are included in the Winchester Neighborhood Improvement Plan, including traffic calming, street maintenance, street light repair, coordination with VTA, and managing city street trees and landscaping programs.
- The Department of Public Works (DPW) is responsible for planning, design, and construction services for facilities and infrastructure in Winchester. For many of the Winchester action strategies, the DPW will be working with other City departments, such as the DOT, to provide upgrades to existing infrastructure, or to construct new facilities to serve the community.

These departments and agencies will work with other City departments, regional agencies, neighborhood associations and community members to ensure the success of neighborhood improvement strategies in Winchester.

## GLOSSARY OF ACRONYMS

CAP	Community Action and Pride
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
DOT	Department of Transportation
DPW	Department of Public Works
EAND	Economic and Neighborhood Development
EAUS	Environment and Utility Services
ESD	Environmental Services Division
OED	Office of Economic Development
PBCE	Department of Planning, Building and Code Enforcement
PRNS	Department of Parks, Recreation and Neighborhood Services
PSS	Public Safety Services
RAC	Recreation and Cultural Services
RDA	Redevelopment Agency
RFQ	Request for Qualifications
SNI	Strong Neighborhoods Initiative
TDA	Transportation Development Act
TOD	Transit-Oriented Development
TS	Transportation Services
VTA	Valley Transportation Authority



WINCHESTER

NEIGHBORHOOD IMPROVEMENT PLAN

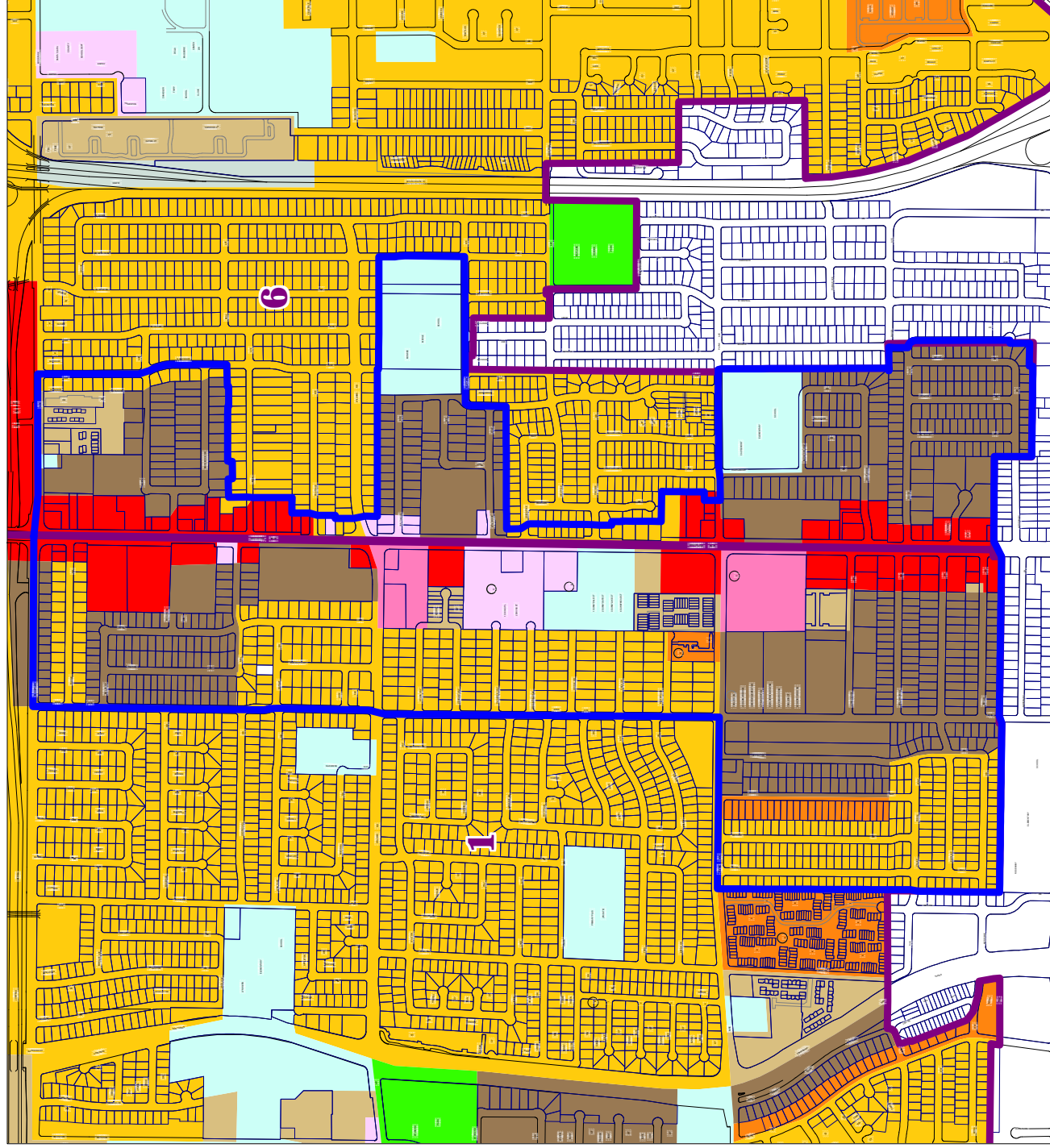
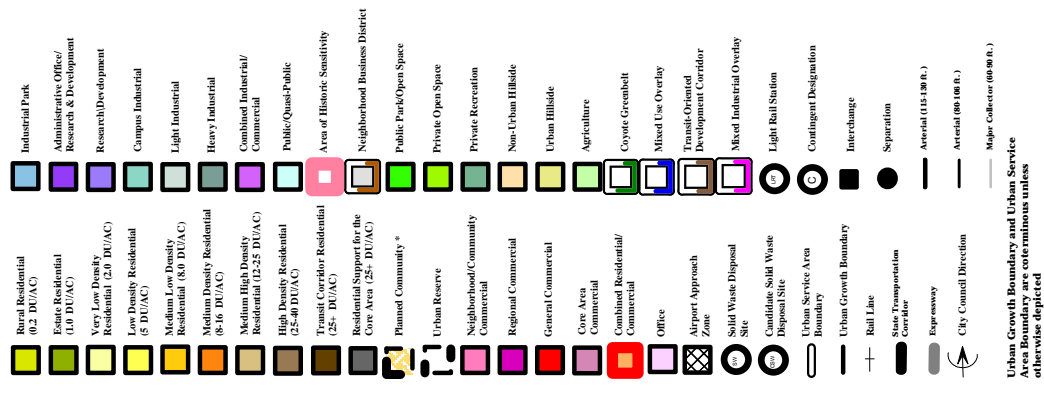
# Appendices

# Winchester SNI Planning Area

# General Plan

San Jose  
2020

## Land Use / Transportation Diagram



# Winchester SNI Planning Area

## Zoning

### Zoning Districts

- OS.....Open Space
- A.....Agricultural
- R-1-8.....Single-Family Residential
- R-1-5.....Single-Family Residential
- R-1-2.....Single-Family Residential
- R-1-1.....Single-Family Residential
- R-2.....Two-Family Residential
- R-M.....Multi-Family Residential
- R-1-RR.....Rural Residential
- R-MH.....Mobilehome Residential
- CO.....Commercial Office
- CP.....Commercial Pedestrian
- CN.....Commercial Neighborhood
- CG.....Commercial General
- IP.....Industrial Park
- LI.....Light Industrial
- HI.....Heavy Industrial
- (PD).....Planned Development

### Zoning Labels (Sample)

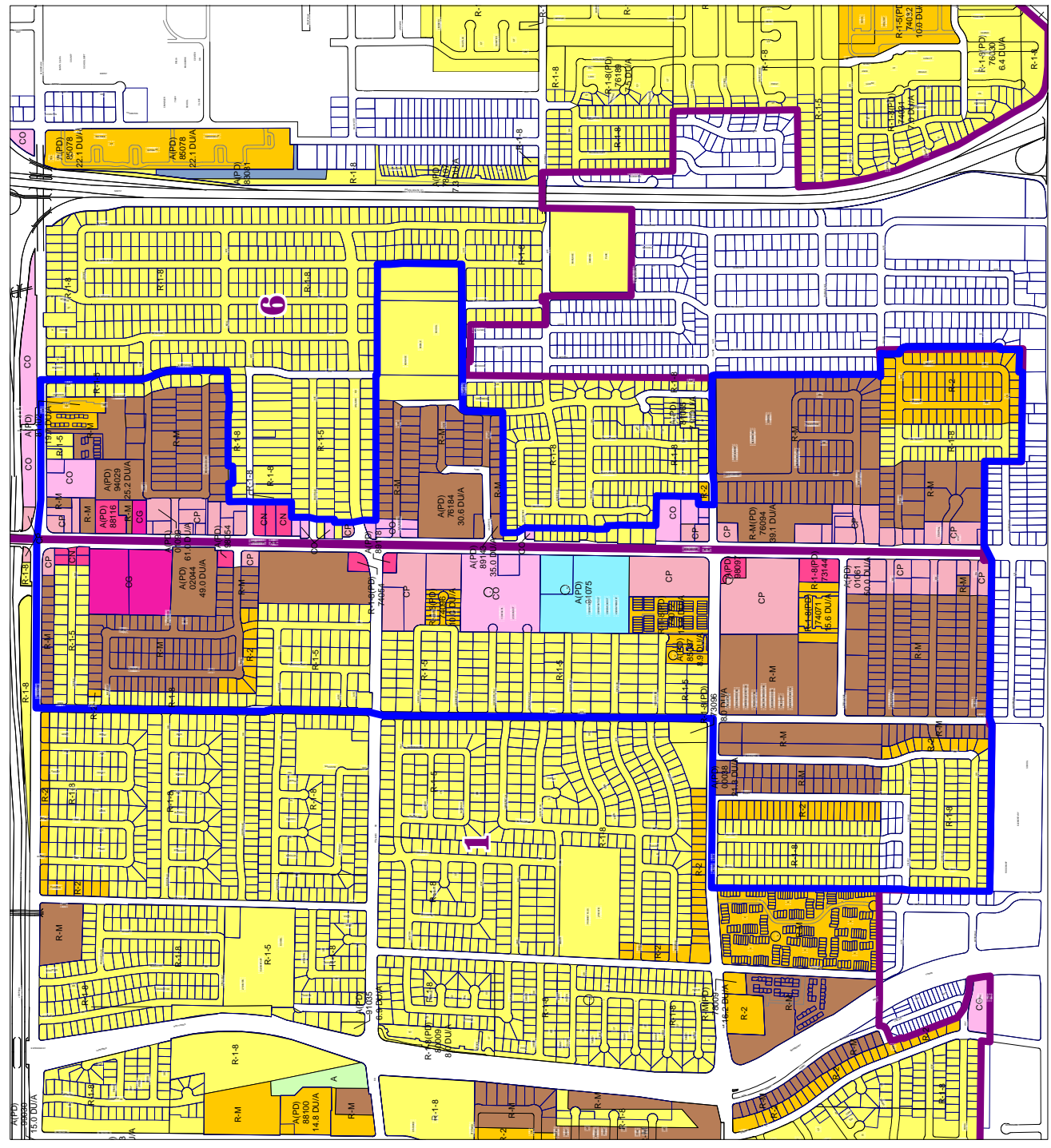
- A(PD).....Zoning District
- 93050.....Zone Change File Number (e.g., PDC93-08-050)
- 34.0 DU/A.....Approved Residential Density (dwelling units per acre)

### Map Legend

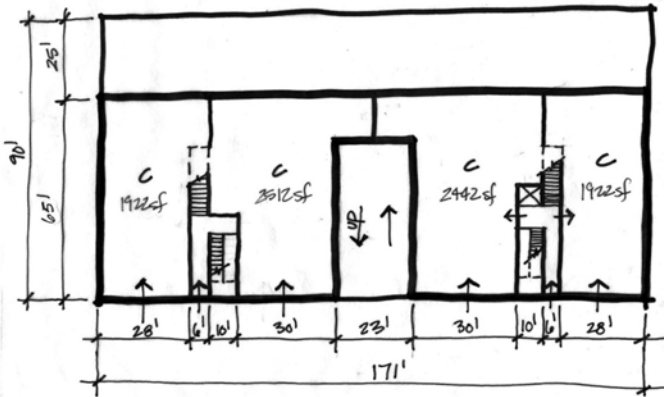
- .....Zone District Boundary
- .....Historic District Boundary (work requires Planning permit)
- ★.....Historic City Landmark (work requires Planning permit)

- .....City Council District Boundary
- .....SNI Planning Area Boundary

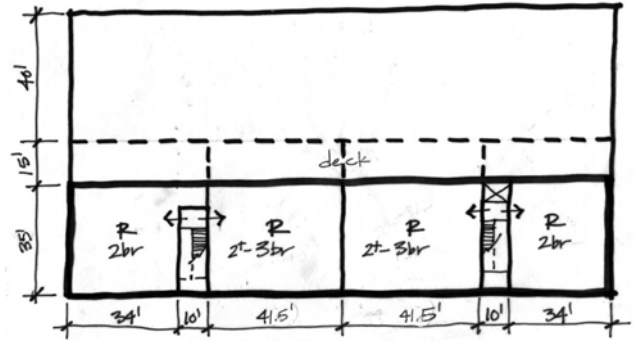
Scale: 1" = 1200'



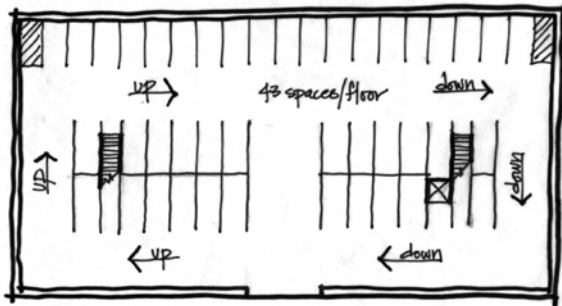
## A. 3-LOT CONSOLIDATION WITH UNDERGROUND PARKING GARAGE



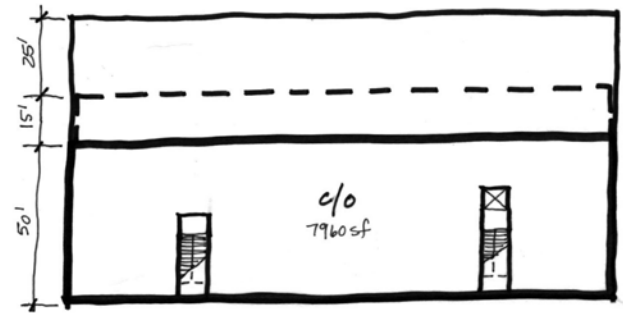
Ground Floor - Commercial



Floor 3- Residential



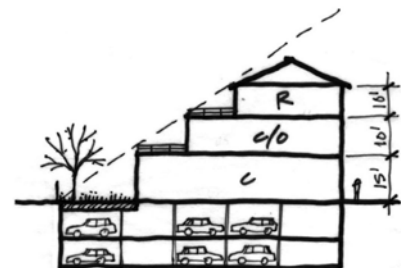
Underground - 2 Levels of Parking



Floor 2 - Commercial/Office Space

### ANALYSIS

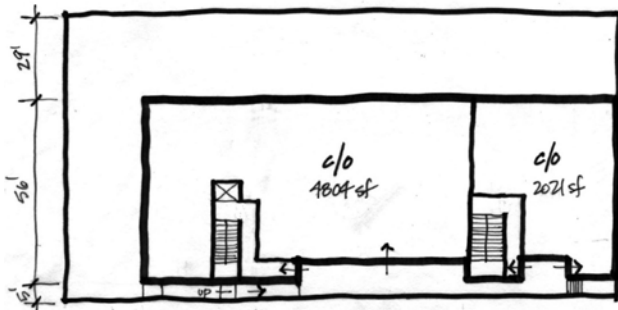
LOT SIZE	15,390	sf
FLOOR AREA	25,650	sf
FLOOR-AREA RATIO	1.67	
PARKING REQUIRED	75	spaces
LOT COVERAGE		
Parking	0	%
Building	72.2	%
Landscaping/Open Space	27.8	%
BUILDING HEIGHT	3	stories
COMMERCIAL/OFFICE SPACE	16,758	sf
RESIDENTIAL UNITS	4	units
SETBACKS		
Front	0	feet
Side	0	feet
Rear	25	feet



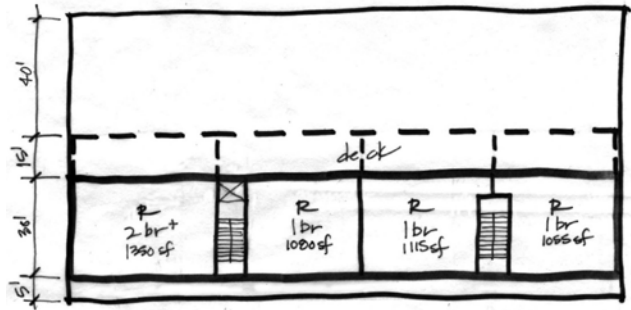
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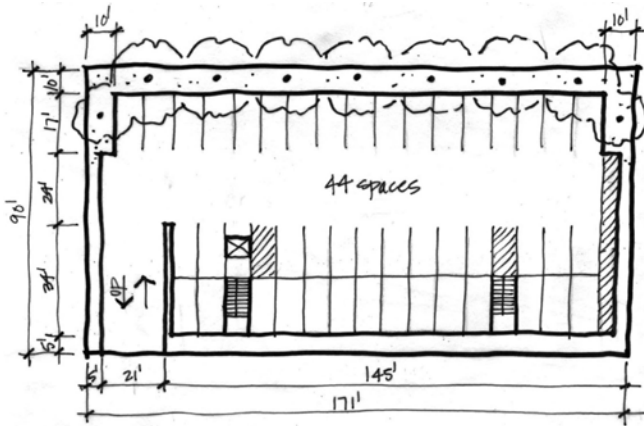
## B. 3-LOT CONSOLIDATION WITH PARTIAL UNDERGROUND PARKING



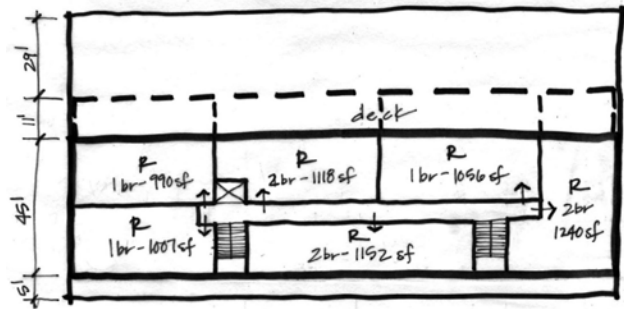
Ground Floor - Commercial/Office



Floor 3 - Residential



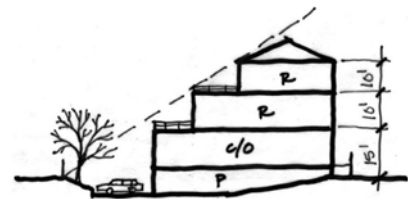
Half Underground - Parking



Floor 2 - Residential

### ANALYSIS

LOT SIZE	15,390	sf
FLOOR AREA	20,620	sf
FLOOR-AREA RATIO	1.34	
PARKING REQUIRED	44	spaces
LOT COVERAGE		
Parking	18.6	%
Building	62.2	%
Landscaping/Open Space	13.3	%
BUILDING HEIGHT	3	stories
COMMERCIAL/OFFICE SPACE	6,825	sf
RESIDENTIAL UNITS	10	units
SETBACKS		
Front	0	feet
Side	0	feet
Rear	25	feet



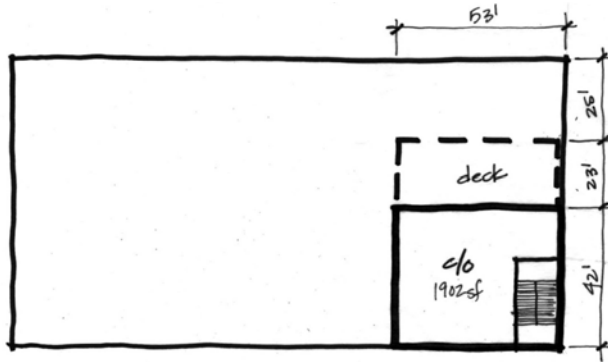
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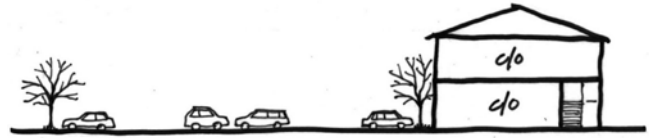
MOORE IACOFANO GOLTSMAN INC.  
800 Hearst Avenue  
Berkeley, CA 94710  
510.845.7549



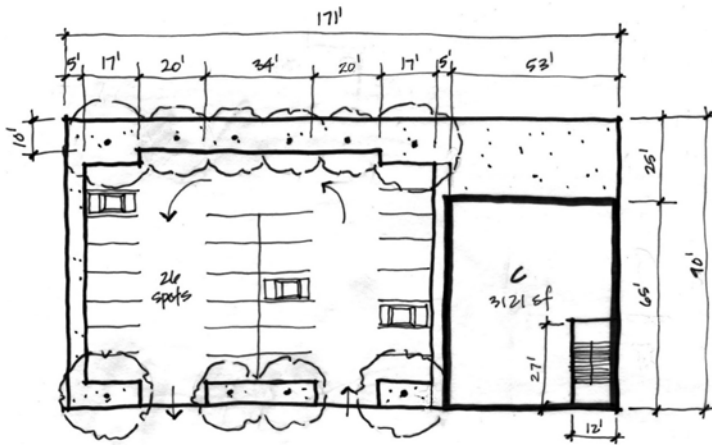
### C. 3-LOT CONSOLIDATION WITH SURFACE PARKING



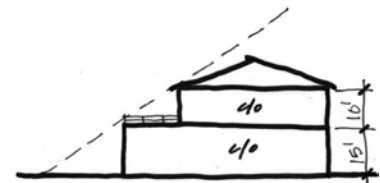
Floor 2 – Commercial/Office Space



Section



Ground Floor – Commercial

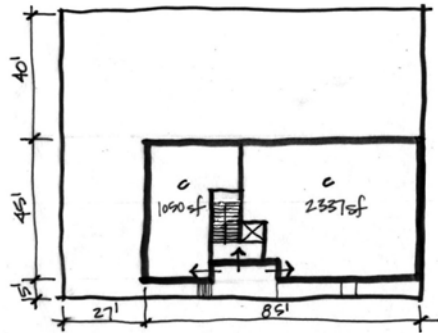


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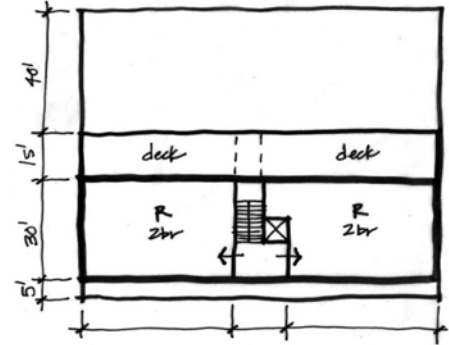
ANALYSIS		
LOT SIZE	15,390	sf
FLOOR AREA	5,671	sf
FLOOR-AREA RATIO	.37	
PARKING REQUIRED	21	spaces
LOT COVERAGE		
Parking	51.5	%
Building	22.4	%
Landscaping/Open Space	23.0	%
BUILDING HEIGHT	2	stories
COMMERCIAL/OFFICE SPACE	5,023	sf
RESIDENTIAL UNITS	0	units
SETBACKS		
Front	0	feet
Side	0	feet
Rear	25	feet



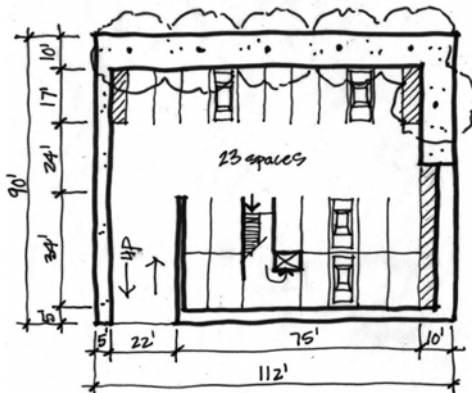
## D. 2-LOT CONSOLIDATION WITH PARTIAL UNDERGROUND PARKING



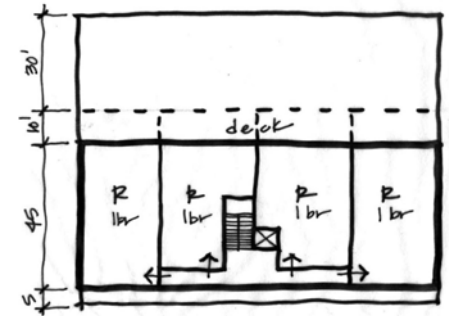
Ground Floor – Commercial/Office



Floor 3 - Residential



Half Underground – Parking



Floor 2 - Residential

ANALYSIS		
LOT SIZE	<u>10,080</u>	sf
FLOOR AREA	<u>12,115</u>	sf
FLOOR-AREA RATIO	<u>1.20</u>	
PARKING REQUIRED	<u>23</u>	spaces
LOT COVERAGE		
Parking	<u>30.0</u>	%
Building	<u>50.0</u>	%
Landscaping/Open Space	<u>14.7</u>	%
BUILDING HEIGHT	<u>3</u>	stories
COMMERCIAL/OFFICE SPACE	<u>3,387</u>	sf
RESIDENTIAL UNITS	<u>6</u>	units
SETBACKS		
Front	<u>0</u>	feet
Side	<u>0</u>	feet
Rear	<u>25</u>	feet



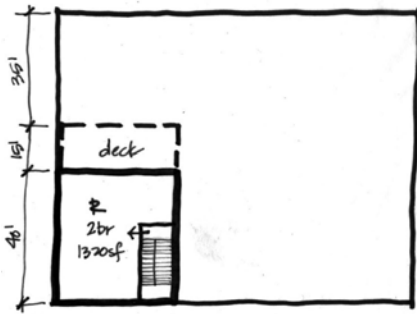
Section



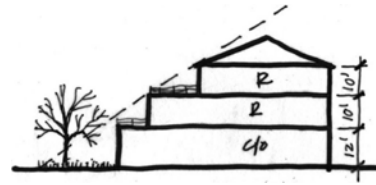
MOORE IACOFANO GOLTSMAN INC.  
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Berkeley, CA 94710  
510.845.7549



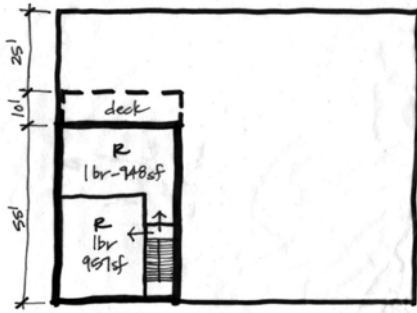
## E. 2-LOT CONSOLIDATION WITH RECTANGULAR SURFACE PARKING



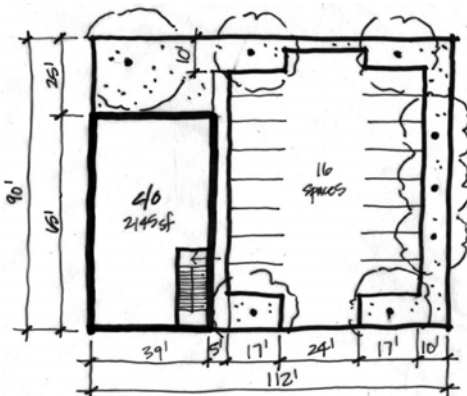
Floor 3 - Residential



Section



Floor 2 - Residential



Ground Floor - Commercial

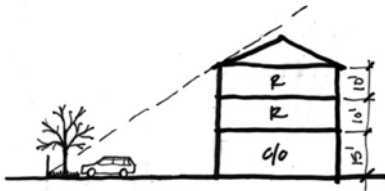
### ANALYSIS

LOT SIZE	10,080	sf
FLOOR AREA	6,240	sf
FLOOR-AREA RATIO	.62	
PARKING REQUIRED	14	spaces
LOT COVERAGE		
Parking	43.2	%
Building	25.1	%
Landscaping/Open Space	27.7	%
BUILDING HEIGHT	3	stories
COMMERCIAL/OFFICE SPACE	2,145	sf
RESIDENTIAL UNITS	3	units
SETBACKS		
Front	0	feet
Side	0	feet
Rear	25	feet

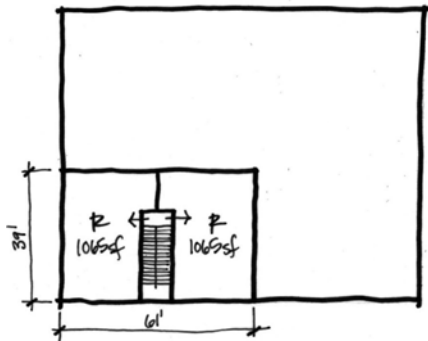


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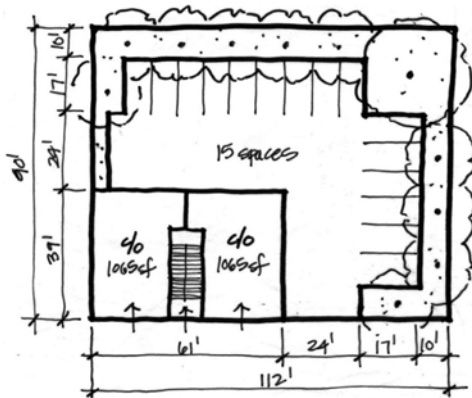
## F. 2-LOT CONSOLIDATION WITH L-SHAPED SURFACE PARKING



Section



Floors 2 & 3 – Residential



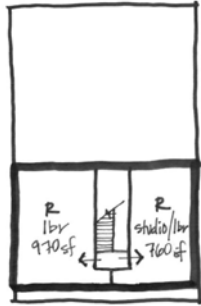
Ground Floor – Commercial

### ANALYSIS

LOT SIZE	10,080	sf
FLOOR AREA	7,137	sf
FLOOR-AREA RATIO	.71	
PARKING REQUIRED	15	spaces
LOT COVERAGE		
Parking	49.9	%
Building	23.6	%
Landscaping/Open Space	26.5	%
BUILDING HEIGHT	3	stories
COMMERCIAL/OFFICE SPACE	2,130	sf
RESIDENTIAL UNITS	4	units
SETBACKS		
Front	0	feet
Side	0	feet
Rear	25	feet



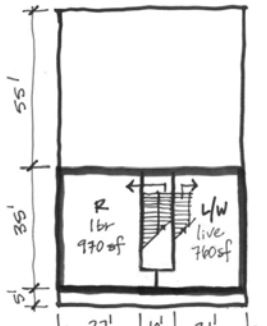
## G. ONE-LOT DEVELOPMENT WITH PARTIAL UNDERGROUND PARKING



Floor 3 - Residential



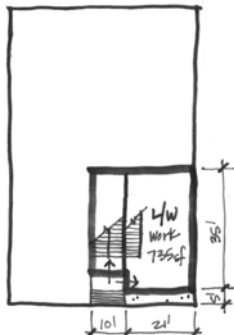
Side Section



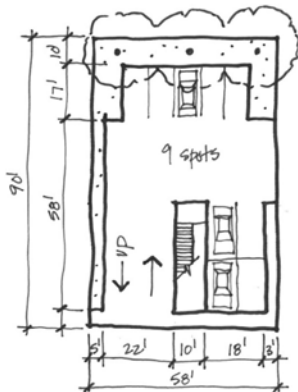
Floor 2 - Live/Work  
& Residential



Front Elevation/Section



Ground Floor - Live/Work



Half Underground - Parking

### ANALYSIS

LOT SIZE	5,220	sf
FLOOR AREA	5,095	sf
FLOOR-AREA RATIO	.98	
PARKING REQUIRED	9	spaces
LOT COVERAGE		
Parking	39.1	%
Building	38.9	%
Landscaping/Open Space	20.6	%
BUILDING HEIGHT	3	stories
LIVE/WORK SPACE	1,495	sf
OTHER RESIDENTIAL UNITS	3	units
SETBACKS		
Front	0	feet
Side	0	feet
Rear	25	feet



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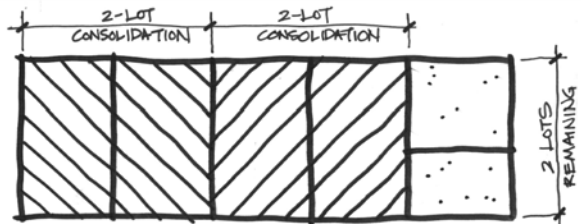
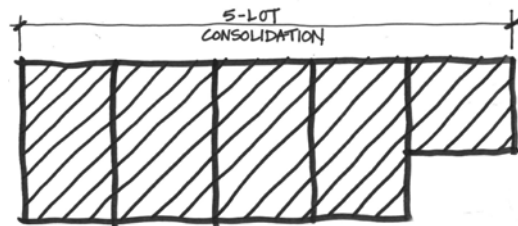
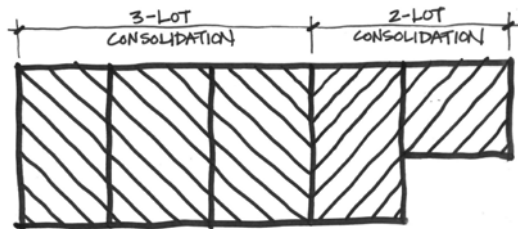
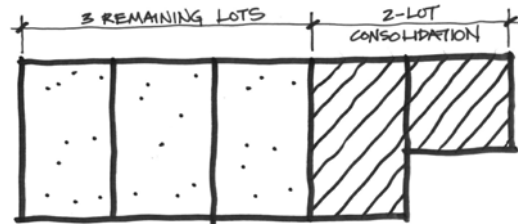
## LOT CONSOLIDATION GUIDELINES

1. Minimum number for consolidation is two lots.
2. No maximum number for consolidation.
3. Single left over lots will not be allowed, whether they be mid-block or on a corner.

### TYPICAL EXISTING LOTS



### ALLOWED CONFIGURATIONS



### CONFIGURATIONS NOT ALLOWED

